

# Completion Report of 73<sup>rd</sup> Foundation Training Course

(20 February – 22 August 2022)



**BANGLADESH PUBLIC ADMINISTRATION  
TRAINING CENTRE**

# Completion Report of 73<sup>rd</sup> Foundation Training Course

(20 February – 22 August 2022)

Building Capacity for **Effective,**  
**Inclusive** and **Accountable**  
Public **Administration** System



**Bangladesh Public Administration Training Centre**

Savar, Dhaka

[www.bpatc.org.bd](http://www.bpatc.org.bd)

## Cover Page

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**Honourable Prime Minister Sheikh Hasina, MP**, graced the Certificate Awarding and Closing Ceremony of the 73<sup>rd</sup> FTC (virtually) as the Chief Guest on 22<sup>nd</sup> August 2022.

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## Rector's Note

Bangladesh Public Administration Training Centre, the premier training institute in the public sector, is mandated to conduct Foundation Training Course for the new entrants in Bangladesh Civil Service. BPATC along with five other partner organizations conducted the 73<sup>rd</sup> FTC amid covid-19 pandemic.

FTC aims at developing probationers as proactive, patriotic, competent, well-groomed, and professional civil servants. I believe the training programme has been transformational, reshaping the trainee's mindset and making them future-ready to realize the Vision 2041. Upon completion of the course, the participants took oath to serve the nation with utmost integrity and dedication.

The 73<sup>rd</sup> FTC was innovative in various ways. For instance, participants wrote research papers based on their field work and 19 of these academic papers have come out in a special edition of Bangladesh Journal of Public Administration. This Course Completion Report is itself a pioneering effort to document all major events of the Course within covers. We expect this report to be a reference point for participants, faculty, and stakeholders in future.

I am thankful to my colleagues who were involved in giving this document a shape. I appreciate their intellectual maneuvering, time and can-do determination in bringing out this volume.

**Ramendra Nath Biswas**

Rector, BPATC



# Acronyms and Abbreviations

APA	Annual Performance Agreement	IRP	Individual Research Proposal
BASC	Bangladesh Administrative Staff College	IT	Information Technology
BCS	Bangladesh Civil Service	JICA	Japan International Co-operation Agency
BARD	Bangladesh Academy for Rural Development	L&D	Lecture and Discussion
BAPARD	Bangabandhu Academy for Poverty Alleviation and Rural Development	L&E	Lecture and Exercise
BPATC	Bangladesh Public Administration Training Centre	L&P	Lecture and Practice
BJPA	Bangladesh Journal of Public Administration	LGI	Local Government Institution
BS	Bangladesh Studies	MDS	Member Directing Staff
CMT	Course Management Team	MP	Members of Parliament
COTA	Civil Officers Training Academy	MS	Management Studies
ERP	Enterprise Resource Planning	NATA	National Agriculture Training Academy
FM	Faculty Member	NIPA	National Institute of Public Administration
FTC	Foundation Training Course	NIS	National Integrity Strategy
GA	Group Assignment	OBE	Open Book Examination
GD	Group Discussion	PA	Public Administration
GE	Group Exercise	PT	Practical Test
GP	Group Presentation	Q&A	Question and Answer
GR	Group Report	RA	Reading Assignment
GRS	Grievance Redress System	RDA	Rural Development Academy
GS	Guest Speaker	RP	Role Play
HRD	Human Resource Development	RTI	Right to Information
HRM	Human Resource Management	RW	Report Writing
IA	Individual Assignment/Assessment	SA	Secretariat Attachment
ICA	Individual Conduct Assessment	SAR	Secretariat Attachment Report
ICS	Individual Case Study	SD	Skills Development
ICT	Information and Communication Technology	STI	Staff Training Institute
IE	Individual Exercise	UNESCO	The United Nations Educational, Scientific and Cultural Organization
IP	Individual Presentation	WE	Written Examination
IR	Individual Report	WS	Workshop

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### 1.1 Introduction

Bangladesh Public Administration Training Centre (BPATC) has been at the forefront of the development of public sector executives in the country. The Centre offers innovative training courses to equip future leaders and policymakers with a broad understanding of varied social, economic, political, environmental, scientific, and organizational aspects involved in planning national policies and strategies. In addition, the Centre arranges many seminars and workshops on various issues of national and global concerns.

BPATC was established in 1984 by amalgamating four institutions, NIPA, COTA, BASC and STI. The government enacted the Bangladesh Public Administration Training Centre Act, 2018 (Act no. 64 of 2018) repealing the ordinance of 1984 by which BPATC was established. The Act mandated BPATC to conduct foundation training for civil service entrants.

BPATC is located 28 kilometers northwest of the capital city of Dhaka and on the way to National Mausoleum on the Dhaka-Aricha highway.

The organization is headed by Rector, a Secretary to the Government and assisted by six Members Directing Staff (MDS) each heading a division. The total manpower of this organization including regional centres is 664. The four Regional Public Administration Training Centre (RPATCs) are located in Dhaka, Chattogram, Rajshahi, and Khulna. Initiatives have been taken to establish four new RPATCs in Barishal, Sylhet, Rangpur and Mymensingh.

#### Foundation Training Course (FTC)

As per Bangladesh Civil Service Recruitment Rules, 1981 Foundation Training Course is compulsory for all new entrants to the Bangladesh Civil Service. BPATC is mandated by law to conduct FTC, a 6-month-long basic training course. The contents of this course are designed in such a way that the participants can understand different aspects of governance, development and various different national institutions and policies. Since entry-level civil servants come from diverse academic and social background, it is essential to ensure a common understanding on administration and development in general and rules, regulations, processes, and procedures in particular. However, apart from enhancing professional knowledge of trainee officers, the course also intends to enrich their behavior and aptitude to perform in the workplace with sincerity, commitment, fairness and objectivity. The course also provides an opportunity for the officers to familiarize themselves with various dimensions of history, culture and socio-economic development of the country. Instilling the spirit of liberation war and patriotism in the minds of the participants is also a significant objective of the course.

While the foundation course has set different evaluation methods, it gives special attention to individual assignment as this method presents an opportunity for the participants to be more analytical and argumentative. Therefore, participants are expected to be engaging and active in training. It is essential to be noted that public servants must possess the analytical insight to provide prudent input in decision-making while they work on the ground.



## 73<sup>rd</sup> Foundation Training Course

The Ministry of Public administration issued Government Order on 24<sup>th</sup> January 2022 and nominated 525 participants for joining the 73<sup>rd</sup> Foundation Training Course. The course held simultaneously at BPATC and five other training institutions, namely, Bangladesh Institute of Administration and Management (BIAM), Dhaka and Bogura; RPATC, Chattogram; Rural Development Academy (RDA), Bogura and National Agriculture Training Academy (NATA), Gazipur. A total of 462 entry-level civil servants took part in the 73<sup>rd</sup> FTC (Table-1) in six organizations. Among them, 248 trainees joined the course outside BPATC, while 214 participants attended at BPATC (List of Participants can be seen in **Annexe-8**).

FTC conducted outside BPATC was under the direct supervision of the Centre to ensure quality and coherence in training approach and design. Holding FTC outside BPATC is a temporary arrangement to address the training backlog. BPATC and partner institutions formed course management teams (shown in **Annexe-1**).

### Institution-wise Distribution of Participants of 73<sup>rd</sup> FTC

Table 1: Institution-wise Distribution of Participants of 73<sup>rd</sup> FTC

Institutions	Participants		
	Male	Female	Total
BPATC	155	59	214
BIAM Foundation, Dhaka	20	18	38
BIAM Foundation, Bogura	38	8	46
RDA, Bogura	38	17	55
NATA, Gazipur	58	15	73
RPATC, Chattogram	33	3	36
<b>Total</b>	<b>342</b>	<b>120</b>	<b>462</b>

### 73<sup>rd</sup> FTC at BPATC

A welcome letter detailing the code of conduct along with instructions on preparation and dress code was sent to each participant. Out of 245 nominees, 214 trainee-officers, of which 155 were male and 59 females, joined the 73<sup>rd</sup> FTC at BPATC. The cadre distribution of the participants is shown in Table-2. All the trainees were divided into six groups and each group were guided by a Course Coordinator.

## Cadre-wise distribution of Trainees at BPATC

Table 2: Cadre-wise distribution of Trainees

Sl. No.	Name of the Cadre	Female	Male	Total
01.	BCS (Administration)	05	03	08
02.	BCS (Police)	01	03	04
03.	BCS (Information)	02	03	05
04.	BCS (Railway Engineering)	00	04	04
05.	BCS (Agriculture)	24	61	85
06.	BCS (Fisheries)	04	03	07
07.	BCS (Forestry)	02	06	08
08.	BCS (Livestock)	14	25	39
09.	BCS (Public Work)	06	31	37
10.	BCS (Roads and Highway)	01	16	17
		59	155	214

## 1.2 Course Objectives

In general, the FTC intends to develop the trainee officers as skilled, innovative, proactive and well-groomed to be committed to the well-being and development of the people in an ever-changing national and global contexts. With the completion of the course, it is expected that the participants will be able to:

- develop an insight into the national goals and objectives by analyzing sociocultural, political and economic development issues, strategies and processes realistically;
- understand the role of leadership in the public sector;
- recognize the role of civil servants in a changing national and global environment;
- have a broader understanding of different national goals such as Vision 2041 and Delta Plan 2100, including the SDGs or Agenda 2030 and its localization;
- know essential laws, basic service norms, rules, policies and procedures;
- identify the root causes of the challenges that marginalized people are exposed to and find the sustainable approach and strategies to address those challenges;
- understand the need to utilize the ICT in service process simplification and efficient management of public services;
- be able to prepare analytical reports within the stipulated time and present them before a large audience;
- communicate in English with competency and confidence;
- foster *esprit de corps* and empathy among the participants coming from diverse academic and socio-economic backgrounds; and
- maintain physical fitness and ethical values.

### 1.3 Course Contents

To achieve the objectives of the course, the Curriculum Development Committee developed 24 modules under five thematic areas shown below (detail in Annexe-2). Under the modules, 220 session topics are set to complete during the training period.

Thematic Area	Modules	Thematic Area	Modules
Bangladesh Studies	Bangladesh and Bangabandhu Studies	Public Administration	Governmental System & Essential Laws
	Village Study		Public Administration and Governance
Management Studies	Poverty Reduction and Rural Development	Development Studies	Child Rights and Gender Equality
	District and Upazila Attachment		Economic Planning and Development
Management Studies	Fundamentals of Foundation Training Course	Skill Development	Sustainable Development Goals
	Leadership and Organizational Management		Project & Procurement Management
	Important Service Laws in Bangladesh		Basics of Social Research
	Office Management and Communications		IELTS and Communication Skills in English
	Public Financial Management and Economic Governance		Basics of English
			Book Review and Presentation
			Information & Communication Technology (ICT)
			Physical Conditioning and Games
			Comprehensive Examination
			Contemporary Issues
			Car Driving

### 1.4 Training Methods

Numerous Training methods were used in the 73<sup>rd</sup> FTC. Some of them are depicted bellow:



Figure 1: Training Methods Used in 73<sup>rd</sup> FTC

## 1.5 Course Budget

The total budget for the 73<sup>rd</sup> FTC was BDT 5,00,64,255.00 allocated from BPATC's operating budget. The highest expenditure, BDT 1,87,05,000.00 or 37%, incurred for daily allowances for the participants. The detail break up can be seen in the following:

Table 3: Budget of 73<sup>rd</sup> FTC

Major Heads of Expenditure	Taka
Daily Allowances for the participants	1,87,05,000.00
Honorarium for guest speakers	15,00,000.00
Kit allowances for the participants	47,30,000.00
Car driving fee	12,90,000.00
Wages for daily basis workers	1,03,95,000.00
Miscellaneous	1,34,44,255.00
<b>Total</b>	<b>5,00,64,255.00</b>

## Corona Vaccination Campaign

The 73<sup>rd</sup> FTC was held during Covid-19 pandemic. A large number of participants was not inoculated before joining the course. With the help of Civil Surgeon, Dhaka, and UH&FPO, Savar, a vaccination programme was arranged at BPATC Clinic on 31 March 2022. Trainees were mainly provided booster doses of the Covid-19 vaccine here.





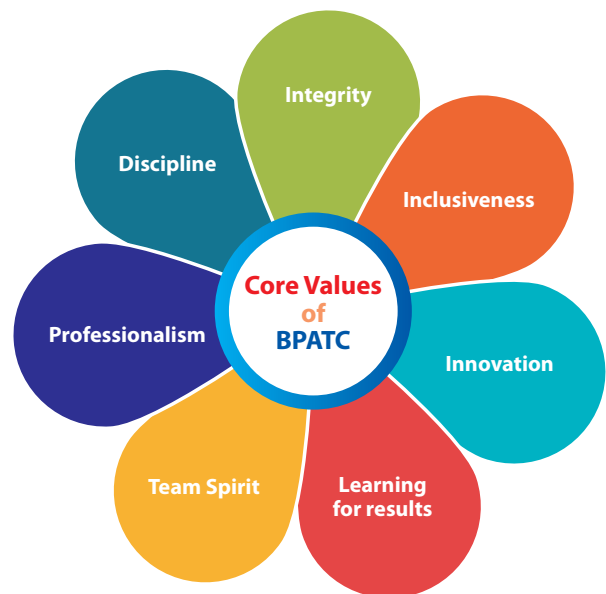
# Chapter Two

## Academic Activities

### 2.1 Briefing and Inauguration

#### Briefing

The Course commenced on the 19<sup>th</sup> February 2022 with an extensive course briefing by the CMT on core values, code of conduct, rules and regulations to be followed while staying at BPATC.



On the 20<sup>th</sup> February, ice-breaking, module briefing, service briefing, laptop distribution and medical check-ups were arranged. In order to give a preliminary idea about the modules, the module directors briefed the participants on each module covering objectives, contents, evaluation methods, and distribution of marks.

## Inaugural Ceremony:

The 73<sup>rd</sup> FTC was formally inaugurated on the 20<sup>th</sup> February 2022 with Mr Farhad Hossain MP, Hon'ble Minister of State, Ministry of Public Administration as the Chief Guest (online). Mr. K M Ali Azam, Senior Secretary, Ministry of Public Administration was the Special Guest and Mr. Ramendra Nath Biswas, Rector, BPATC, chaired the ceremony. The DGs of BIAM, NATA, and RDA spoke on the occasion. The speakers underscored the need for rigorous foundation training to prepare the participants as efficient civil servants to meet the challenges of 21<sup>st</sup> century.



*Some snapshots of inaugural ceremony of 73<sup>rd</sup> FTC*

## Committee Formation

Traditionally, a number of committees are formed comprising the participants for performing the extracurricular activities which help develop their managerial capabilities. A committee is headed by a president who is assisted by a member secretary while a Course Coordinator acts as an advisor. The following committees were formed for 73<sup>rd</sup> FTC:

- a) Mess Committee
- b) Cultural Committee
- c) Sports Committee
- d) Souvenir Committee
- e) Environment Committee
- f) Tour Committee
- g) Audit Committee



## Learning Diary and Monitoring App

Every trainee was provided with a learning diary to keep a record of daily activities. At the end of the course, the concerned Course Coordinator examined their diaries. Along with the trainees, members of CMT also maintained an App to record the day-to-day performance of the participants. The purpose of introducing the learning diary and the app was to evaluate the participants and prepare the pen picture of the trainees.

## Rector's Tea at BPATC

At the outset of the courses, the Rector customarily hosts *Rector's Tea* for the participants. The *Rector's Tea* of the 73<sup>rd</sup> FTC held on 23<sup>rd</sup> February 2022 at the Basketball ground of the Centre. Mr Ramendra Nath Biswas, Rector (Secretary) of BPATC, presided over the programme. Along with 214 trainees of FTC, CMT and faculty members of the Centre were also present on the occasion. Rector's Tea facilitates the interaction between the faculty members and the participants.



*Rector's Tea at the Centre's Basketball Ground*

## 2.2 Academic sessions

The FTC curriculum consists of 24 modules under six thematic areas and it is designed in such a way that civil service entrants from diverse academic background can be shaped and steered towards achieving unidirectional goal. The academic and practical sessions on essential rules, governance, office management, leadership, local and global strategic issues, financial management, planning, budgeting, procurement, negotiation, ICT and communication skills etc. were conducted.

### Resource Persons Conducting Sessions

At BPATC, faculty members and eminent resource persons conduct sessions in different courses. The guest speakers in the 73<sup>rd</sup> FTC included honorable ministers, MPs, senior bureaucrats, university professors of home and abroad, business leaders, UN officials and so on. They shared their knowledge, skills and experiences with the participants. The list of the guest speakers and faculty members is shown in **Annexe-3**.



*Mr. Farhad Hossain, MP, Honourable Minister of State, Ministry of Public Administration is conducting session with the participants*



*Mr. K M Ali Azam, Senior Secretary, Ministry of Public Administration is addressing the participants*



*Dr. Md. Enamur Rahman, Honourable Minister of State, Ministry of Disaster Management and Relief conducting session with the participants of 73<sup>rd</sup> FTC*



Mr. Yuho Hayakawa, Chief Representative, JICA Bangladesh, visited BPATC and conducted a two-hour session with FTC participants on Bangladesh and JICA: Toward 2031 and Beyond on 13<sup>th</sup> March 2022. The session, also joined by participants from partner organizations online, was interactive and engaging.



## Introducing Research Paper Writing

The module on 'Basics of Social Research' (module no. 16) has been modified for orienting young civil servants with research methodology for developing their essay writing skill, and making them aware of evidence-based policy formulation. For this purpose, participants were asked to submit social research papers following a detailed guideline. Moreover, faculty members were assigned as 'Research Mentors' to supervise the research works of the participants. Initially, 462 papers were submitted by the participants in fulfillment of their course requirement. However, after an exhaustive review, 19 papers (see Annexe-4) were

finally selected for publication in a special edition of the *Bangladesh Journal of Public Administration* Vol. 30, No. 4, 2022.



## 2.3 Training Evaluation

Evaluation of a training course is necessary to measure its effectiveness and to improve its quality. The literature on training evaluation suggests four levels of evaluation - reaction level, learning level, job behaviour level, and functional level. Following the evaluation policy of the Centre, the Evaluation Department follows the first two levels regarding the evaluation of its training courses. The Centre follows some basic and standard mechanisms for all courses, both core and non-core. On the one hand, participants are evaluated based on their performance. On the other, they evaluate the training methods, course management, external and internal speakers, and facilities and services provided by the Centre.

The participants are graded based on their performance. Their performance reports are forwarded to the concerned Ministries/Divisions/Organisations for retaining in the officers' dossier. Assessments are based on the quantitative scale shown below:

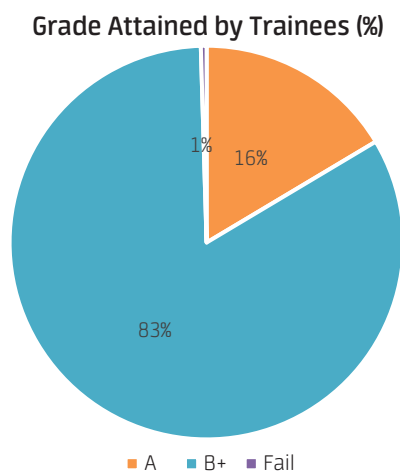
**Table 4 : Grading System of Training Courses**

Number (%)	Grade
85 and Above	A+ (Outstanding)
80 to <85	An (Excellent)
70 to <80	B+ (Good)
60 to < 70	B (Satisfactory)
50 to < 60	C (Average)
<50	Fail

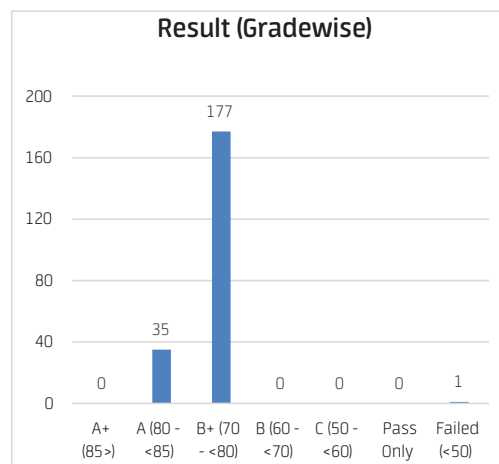
### Course Evaluation System

In the Foundation Training Course, mid-term and course-end evaluations are carried out. In FTC, participants are evaluated out of 1000 marks. Enterprise Resource Planning software -an online-based system- is used to prepare the result. Once the final marks are entered into the system, the Evaluation department aggregate the marks and finalize the result. In the 73<sup>rd</sup> FTC, the same procedure was followed to evaluate and prepare the results which are shown in the figures below:

### Result Summary



**Figure 2: Grade Attained by Trainees**



**Figure 3: Result Grade-wise**

## Toppers in FTC

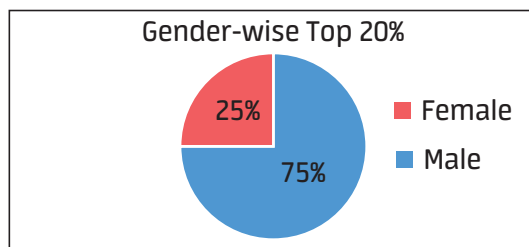
Merit positions of FTC toppers are declared on the last day and participants received 'Merit Medals.' From 73<sup>rd</sup> FTC merit positions were increased to 20% from 10% in the previous years. This time, 93 participants out of total 462 got merit positions. Of them, 58 were from BPATC, and 35 were from other institutions (**Annexe-6**). The top ten positions were secured by BPATC trainees, including the prestigious 'Rector's Medal.'

Gender-wise Merit Positions are shown below:

*Table 5: Gender-wise number of Toppers*

Gender-wise number of toppers		
S.L.	Gender	Number of Participants
1	Male	70
2	Female	23
Total		93

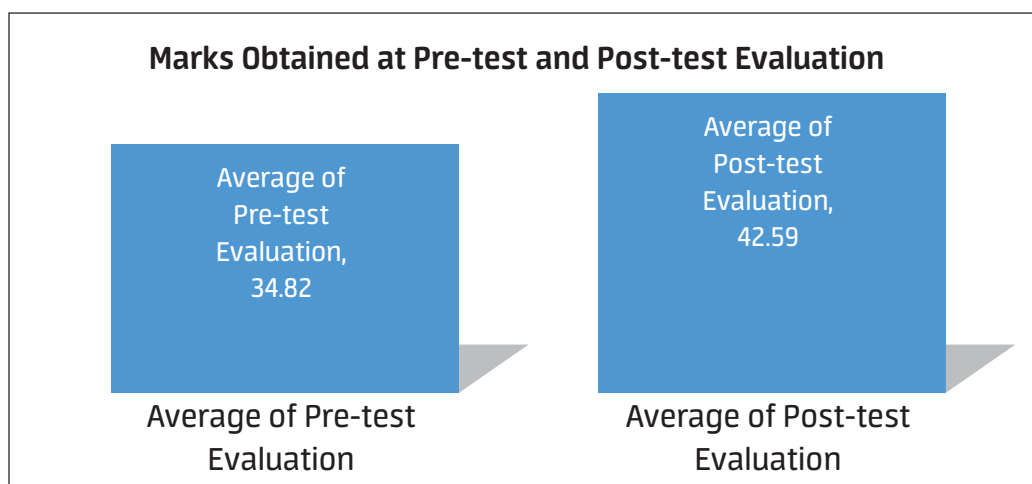
Gender-wise percentage of toppers



*Figure 4: Gender Wise Toppers(%)*

## Pre-test and Post-test Evaluation

At the outset of FTC, a test called 'pre-test' is taken based on some basic questions to assess the trainee's initial level of knowledge. At the end of the course, a 'post-test' is conducted to assess the participants' knowledge level. The questions of the pre-test and post-test evaluation are exactly the same. In the 73<sup>rd</sup> FTC, participants' average scores in pre-test and post-test were 34.82 (or 69.64%) and 42.59 (85%) respectively (out of 50) which denote a significant increase in their acquisition of knowledge.





## Certificate Awarding and Closing Ceremony

The Certificate Awarding and Closing Ceremony of the 73<sup>rd</sup> FTC, held on the 22<sup>nd</sup> August 2022, was a captivating event as **Honourable Prime Minister Sheikh Hasina**, MP, graced the occasion (virtually) as the Chief Guest. Mr. Farhad Hossain MP, Hon'ble Minister of State, Ministry of Public Administration and Mr. K M Ali Azam, Senior Secretary, MoPA and Mr Ramendra Nath Biswas, Rector of the Centre were present at BPATC end. The result summary was presented to Honourable Prime Minister by the Rector. All heads of partner organizations and 462 participants attended the certificate awarding ceremony at BPATC.



## Oath-taking and Conferring of Responsibility

After the certificate awarding, the Rector of BPATC administered an oath, a ceremonious swearing in by the participants to serve the nation with integrity, efficiency, and patriotism. It is pertinent to mention here that the words of the oath were based on the oath prepared by the Honourable Prime Minister for students. **Furthermore, a reference to the ideals of the Father of the Nation Bangabandhu Sheikh Mujibur Rahman was included in the oath for the first time (See Box-1).**

The Rector also formally conferred 'responsibility' (See Box-2) on the graduating trainees by referring to their responsibility for patriotism, righteousness, and impartiality while discharging duties.

Box-1

### রেস্ট্রর কর্তৃক দায়িত্ব অর্পণের ভাষ্য

৭৩তম বুনিয়াদি প্রশিক্ষণ কোর্সের সমাপ্তি দিনে আজ ০৭ ভাদ্র ১৪২৯ / ২২ আগস্ট ২০২২, আমি রমেন্দ্র নাথ বিশ্বাস, রেস্ট্রর, বাংলাদেশ লোক-প্রশাসন প্রশিক্ষণ কেন্দ্র, এই কোর্স সফলভাবে সমাপ্তকারী প্রত্যেক প্রশিক্ষণার্থীকে ব্যক্তিগতভাবে এবং সকল প্রশিক্ষণার্থীকে সম্মিলিতভাবে এই দায়িত্ব প্রদান করছি যে, আপনারা সব সময় জন্মভূমিকে ভালবেসে এবং দেশের মানুষের কল্যাণ সাধনের উদ্দেশ্যে সততা ও নিষ্ঠার সঙ্গে নিজেদের শ্রম, জ্ঞান, শিক্ষা, প্রশিক্ষণ এবং সময় নিবেদন করবেন, আপনারা কখনো অন্যায় ও অসত্যকে মেনে নেবেন না, অন্যায় ও অসত্যকে রোধ করার জন্য সর্বতোভাবে চেষ্টা করবেন এবং মানুষের মঙ্গল-চিন্তার উর্ধ্ব অন্য কোন বিবেচনাকে স্থান দেবেন না।



Box-2

### রেস্ট্রর কর্তৃক শপথ পাঠ করানোর ভাষ্য

আমি -----  
৭৩তম বুনিয়াদি প্রশিক্ষণ কোর্সের প্রশিক্ষণার্থী  
আমার কোর্স সমাপ্তি দিনে  
আজ ০৭ ভাদ্র ১৪২৯  
২২ আগস্ট ২০২২  
দৃপ্তকণ্ঠে শপথ করছি যে,  
আমি চিন্তা ও চেতনায়  
নৈতিকতাকে সম্মুখ রেখে  
দেশ ও দেশের জনগণের কল্যাণে

সর্বদা সততা ও নিষ্ঠার সঙ্গে  
এবং সেবার মনোভাব নিয়ে  
আমার দায়িত্ব পালন করে যাবো  
আমি নিজে কোন অন্যায় করবো না  
এবং কোন অন্যায়কে প্রশ্রয় দেবো না  
জাতির পিতা বঙ্গবন্ধু শেখ মুজিবের আদর্শে  
উন্নত, সমৃদ্ধ ও অসম্প্রদায়িক চেতনার  
সোনার বাংলা গড়ে তুলব।  
মহান সৃষ্টিকর্তা আমাকে শক্তি দিন।

## Achieving the Course Objective

The Course had some specific objectives which were mentioned in the course guidelines. At the course end, trainees were asked to assess the fulfillment of the objectives. Participants' feedback below illustrates the extent of effectiveness of the course:

*Table 6: Course Objectives*

Course Objectives	Evaluated by the Trainees
a. create a set of skilled, innovative, proactive and well-groomed be committed to the well-being and development of the people in an ever-changing national and global context;	77.44%
b. develop an insight into the national goals and objectives through analysing socio-cultural, political and economic development issues, strategies and processes realistically;	79.62%
c. understand the role of leadership in the public sector;	82.46%
d. recognise the role of civil servants in a changing national and global environment;	81.90%
e. have a broader understanding of different national goals such as vision 2041 and Delta Plan 2100, including the SDGs or Agenda 2030 and its localisation;	86.16%
f. know essential laws, basic service norms, rules, policies and procedures;	82.46%
g. identify the root causes of the challenges that the marginalised people are exposed to and find the sustainable approach and strategies to address those challenges;	76.21%
h. understand the need to utilise the ICT in service process simplification and efficient Management of public services;	80.38%
i. be able to prepare analytical reports within the stipulated time and present them before a large audience;	81.04%
j. communicate in English with competency and confidence;	79.91%
k. foster esprit de corps and empathy among the participants coming from diverse academic and socio-economic background;	80.19%
l. maintain physical fitness and ethical values.	85.50%



## Effectiveness of Training Modules

At the end of the course, the participants assessed the effectiveness of all 24 modules (given in the table below). Among the modules, Village Study, District and Upazila Attachments and Bangladesh and Bangabandhu Studies modules scored more than 90 percent implying participants' highest appreciation than others.

*Table 7: Effectiveness of Training Modules*

Name of the Modules	Effectiveness as per Trainees Evaluation
M-01 Bangladesh and Bangabandhu Studies	90.43%
M-02: Village Study	92.70%
M-03: Poverty Reduction and Rural Development	87.49%
M-04: District and Upazila Attachment	92.42%
M-05: Fundamentals of Foundation Training Course	82.56%
M-06: Leadership and Organizational Management	80.95%
M-07: Important Service Laws in Bangladesh	84.55%
M-08: Office Management and Communication	86.07%
M-09: Public Financial Management and Economic Governance	79.72%
M-10: Governmental System & Essential Laws	82.09%
M-11: Public Administration and Governance	77.63%
M-12: Child Rights and Gender Equality	75.73%
M-13: Economic Planning and Development	80.76%
M-14: Sustainable Development Goals	80.76%
M-15: Project & Procurement Management	80.57%
M-16: Basics of Social Research	55.73%
M-17: IELTS and Communication Skills in English	75.83%
M-18: Basics of English	68.53%
M-19: Book Review and Presentation	72.89%
M-20: Information Communication Technology (ICT)	84.45%
M-21: Physical Conditioning & Games	87.11%
M-22: Comprehensive Written Examination	73.74%
M-23: Contemporary Issues	74.79%
M-24: Car Driving	88.03%

## Effectiveness of Training Methods

The effectiveness of training highly depends on the methods adopted in the course. The trainees also got the opportunity to assess a wide range of training methods used in the 73<sup>rd</sup> FTC (shown in the chart below). As per their evaluation, they ranked group exercise, presentation, field attachment and visits, higher than the methods like lecture and discussion, library work, extension lecture and reading assignment.

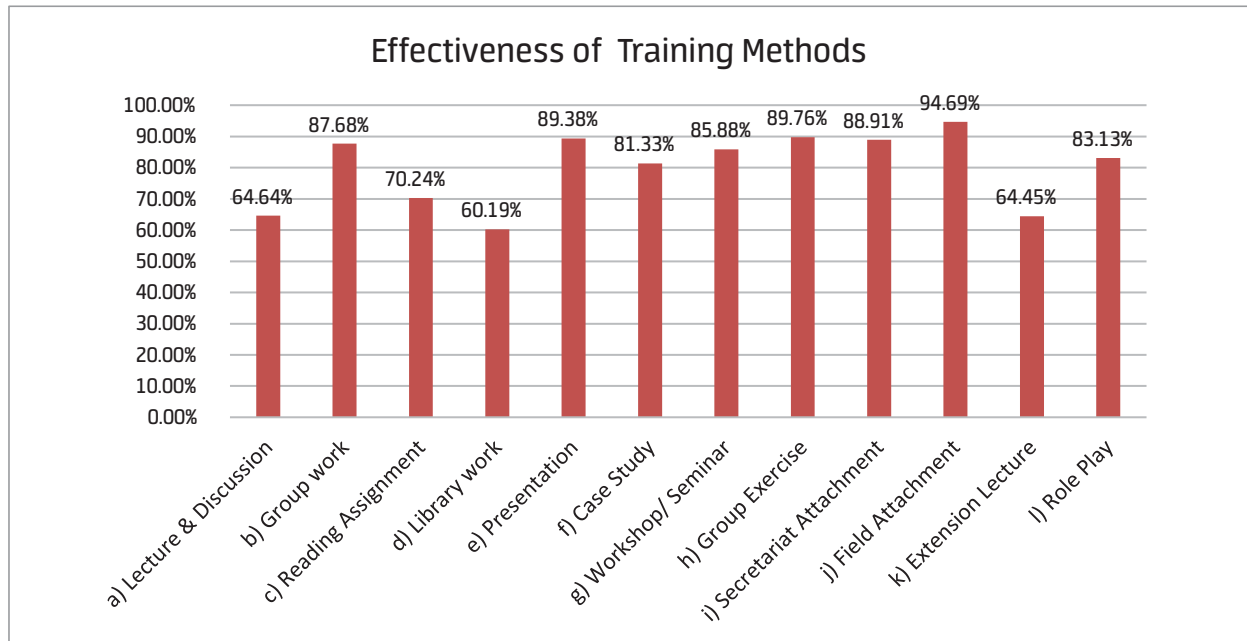


Figure 5: Effectiveness of Training Methods

## Strength and Weakness of the Course

The participants highlighted some strengths and weaknesses of the course. In their opinion, the course curriculum, discipline, physical exercise and field visits were the upsides of the course. They also detected some shortcomings like repetitive lectures and theory-based sessions.

## Rating of Facilities

As the apex training institute in the country, BPATC always endeavours to ensure quality services to participants. In the 73<sup>rd</sup> FTC, participants highly appraised the classroom, cafeteria and library facilities, whereas the ICT, medical and dormitory facilities were less favoured by them.

### 3.1 Communicative English

During the course, the participants were oriented with IELTS that comprises of four skills of the English language i.e., Speaking, Writing, Reading, and Listening. BPATC Faculty members and British Council-certified resource persons conducted sessions on IELTS. Moreover, they have also come across the basics of English to brush up their knowledge on grammatical rules.



*Presentation on Communicative English*

### 3.2 Book Review

A key feature of FTC is book review. Participants review their assigned books (List of Books Reviewed: (Annexe-5) and prepare a review report that they present. Thus, they learn how to critically analyze a book, how to appreciate the author's point-of-view and also learn the skill of public speaking. Hence, the trainees learn about time management, articulation, presentation skills, and how to respond to questions. It helps them improve their speaking capabilities.

### 3.3 ICT

One of the objectives of the FTC is to enhance IT skills so that the participants can leverage ICT in public sector governance. To achieve the objective, the sessions on Digital Communication, Basic Hardware and Troubleshooting (Hardware & Software), Document Preparation, Blind Typing (Bangla & English), Presentation Preparation, Spreadsheet Analysis, Office Automation; ERP, e-services etc. The government's initiatives towards 'Digital Bangladesh', the 4<sup>th</sup> Industrial Revolution, Digital Security etc. have been underlined.



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### 3.4 Car Driving

The theoretical and hands-on driving training and license issuance programme is integral to 73<sup>rd</sup> FTC. This training is compulsory for trainees with no previous driving license. After successfully completing the training phase, a driving test was conducted by BRTA for the first time at BPATC Cumpas. Afterward, successful trainees completed the remaining formalities related to driving licenses at the regional office of BRTA in Mirpur under the supervision of the CMT. In this way, the trainees received driving training as well as a driving license in the shortest possible time.



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### 3.5 Physical Conditioning

Morning Physical Training (PT) and afternoon games are two exciting events in FTC. There is no denying the importance of physical activities to keep the participants physically fit and mentally strong. Participants started their day by assembling in the PT ground at the dawn. After ensuring their presence, they used to walk 2.20 KM and then went through rigorous physical activities under trained instructors.



The participants also took part in stretching, yoga, meditation, and other physical and therapeutic exercises to keep them physically fit and mentally sound. It helped them maintain time properly. They regularly participated in volleyball, tennis, badminton, table tennis and swimming.



### 3.6 Swimming

Participants get an opportunity to learn how to swim during their course. BPATC sports a standard swimming pool and professional trainers assist participants to learn this life-skill within a very short time.





### Extra-Curricular Activities

#### 4.1 Cultural Programmes

##### Mess Nights

During their stay, participants organized two 'Mess Nights' that included the cultural soiree and dinner. The first mess night titled 'Joy Bangla' was organized on 26<sup>th</sup> March, National Independence Day of Bangladesh. The spirit of independence ran through the cultural programme. The 2<sup>nd</sup> mess night named 'Monsoon' took place on 30<sup>th</sup> June and the show highlighted the country's rich cultural heritage and season's uniqueness.



Performer's and background actors of 73<sup>rd</sup> are posing after mess night

## Iftar Mahfil

The participants of 73<sup>rd</sup> FTC organized an *Iftar Mahfil* on April 26<sup>th</sup> 2022 of holy Ramadan. On this auspicious occasion participants arranged an Islamic Cultural programme including recitation from the holy Quran, Hamd, Nat-e-Rasul, Islamic songs and supplication.



## 4.2 Debate Competition

An exciting event of the 73<sup>rd</sup> FTC was the debating competition among the trainees. Five-member team representing all sections participated in the competition. After group-stage competitions, four teams moved to the semi-finals. The *grand finale* took place between Section-D vs Section-E. Barrister Nihad Kabir, a prominent business leader and lawyer moderated the finale.









### 4.3 Sports Competition

In the last part of the course, the participants arranged different sports competitions. The winners and runners-up were awarded medallions and certificates of excellence. A friendly volleyball match was organized between the participants and faculty members as a usual practice of the Centre.





## Chapter Five

### Field Attachments and Study Visits

#### 5.1 My Village My Town

During the field attachment, participants became aware of 'My Village, My Town' – a government agenda to ensure modern urban amenities in villages.



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## 5.2 Disadvantaged Citizens Visits (DCV)

Under Module-2, participants selected at least one disadvantaged family in their localities and visited the household to prepare an in-depth report on the socio-economic problems of the family. Participants assessed the root causes of their problems, identified quick wins, and tried to enroll the families in the government's social security programs. Moreover, they internalized the distress of the poor families and tried to help them out with the assistance of the local authorities.



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## 5.3 District and Upazila Attachments

The attachment programmes brought the participants an opportunity to know about the practical aspects of the field administration, changing dynamics of the rural society, history and economy and the potentials of Bangladesh.

### District Attachment

The objectives of district attachment were:

- observing and understanding the functions and role of the District Development Coordination Committee (DDCC),
- learning the objectives and functions of all district level public offices including a potential cooperative society a potential firm NGO,
- studying the Annual Performance Agreements (APA) of different departments,
- observing and knowing the satisfaction of the service seekers and different stakeholders; and
- studying different accountability and transparency tools (e.g. Citizen Charter NIS, GRS, RTI and APA) of different offices to analyse the impact of it on the service delivery





## Upazila Attachment

The Upazila attachment activity had two components: (i) studying functions of Upazila level offices and local government institutions and economically disadvantaged households, and (ii) studying service delivery by Upazila level offices. Participants' tasks included studying the functions and role of the Upazila Parishad and other local government institutions (LGIs).



## 5.4 BARD, RDA and BAPARD Attachments

The participants were attached to BARD, RDA and BAPARD for one week to make them aware of the history, concepts and techniques of poverty alleviation rural development, and the transformation of the rural economy and society of Bangladesh.





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## 5.5 Secretariat Attachment

Secretariat attachment is an integral part of FTC. The participants of 73<sup>rd</sup> FTC were attached to different ministries/divisions on 27<sup>th</sup> and 28<sup>th</sup> July 2022. The purposes of attachment were:

- (a) imparting to the trainees a fair understanding of the administrative structure, functions and decision-making processes of the concerned Ministries;
- (b) informing the decision-making process from the beginning to the final disposition of a specific issue in a policy document;
- (c) providing a practical understanding of the rules and regulations of document storage, management and presentation as per Bangladesh Secretariat Instructions.





## 5.6 Study Tours and Visits

Participants of the 73<sup>rd</sup> FTC visited a number of places of historical importance. Their visits included the following spots:

- Bangabandhu Memorial Museum at 32 Dhanmondi on 13 August, 2022;
- Memorial Complex of the Father of the Nation at Tungipara, Gopalganj on 3 August, 2022;
- National Museum of Science and Technology on 13 August, 2022
- Liberation War Museum on 13 August, 2022
- Bangladesh Military Museum on 13 August, 2022
- Bangladesh Parliament on 16 August, 2022
- Study tour in Cox's Bazar from 18-21 July, 2022.



### Observance of the Important Days

#### 6.1 Observance of the National and International Days

In BPATC, one of the most important parts of the FTC is to celebrate and observe national and international days. A brief description of important days and occasions observed by the 73<sup>rd</sup> FTC is given below:

##### International Mother Language Day

The participants of the 73<sup>rd</sup> FTC observed International Mother Language and Shahid Day, 2022 with due respect. They placed floral wreaths at BPATC Saheed Minar along with the Rector. Then they took part in the discussion meeting in the Central Auditorium. Theme of the Event: '*Ekusher Chetona o Projuktir Vabna*'. A special prayer for the departed souls of the martyrs was also organized.



Rector and Participants of 73<sup>rd</sup> FTC paying tribute to the Martyrs on 21<sup>st</sup> February 2022 and a Discussion program going on in the auditorium on International Mother Language Day 2022.

##### Historic 7<sup>th</sup> March

With due respect and enthusiasm, participants of 73<sup>rd</sup> FTC observed the historic 7<sup>th</sup> March along with the Rector, faculty and staff. To honour the historic speech of the Father of the Nation Bangabandhu Sheikh Mujibur Rahman was included in the World International Register by UNESCO. At the outset, the historic speech was screened before the audience. The famous speech inspired the Bangali Nation to devote to independence war. Professor Dr. Harun-or-Rashid, former Vice-Chancellor of National University gave a valuable talk as chief discussant of the programme.

##### International Women's Day

BPATC celebrated the International Women's Day on 8<sup>th</sup> March 2022. A discussion meeting was organized with the participants of FTC, ACAD and the faculty members. Ms Fatima Yasmin, Secretary, Economic Relations Division (ERD), Ministry of Finance, graced as chief guest. Ms Sharifa Khan, Member (Secretary), Planning Commission and Dr. Sanjida Akhter, Associate Professor, Department of Women and Gender Studies, University of Dhaka were present as discussants the Rector, BPATC chaired the programme. The respected discussants shared their service experience, success stories, and the spirit of being a women leader in contributing to the academic arena as well as the civil service.



Ms Fatima Yasmin, Secretary, ERD and Ms Sharifa Khan, Member, Planning Commission (seated) shared experience on International Woman's Day.



## National Children's Day

A discussion programme on Bangabandhu's 101<sup>st</sup> Birth Anniversary and National Children's Day was organized on the 17<sup>th</sup> March, 2022. The theme of the day was **Bangabandhur Jonmodiner Ongikar, Sokol Shishur Soman Odhikar**. BPATC's Bangabandhu Chair Ms Selina Hossain presented a keynote on the life of the Father of the Nation. All participants, faculty and staff attended the discussion programme with Rector in the chair. Moreover, the CMT distributed presents among the children of the participants staying in the dorm with their mothers.



CMT offering gifts to the childrens on 17<sup>th</sup> March 2022

## The Genocide Day

On 25<sup>th</sup> March 2022, the participants observed the Genocide Day with BPATC faculty and staff. There was a discussion programme followed by one-minute silence and blackout. They also took part in a prayer for the salvation of the souls of the martyrs in the war of independence. Mr. Md. Nazrul Islam Khan, former Secretary and currently Curator, Father of the Nation Bangabandhu Sheikh Mujibur Rahman Memorial Museum, graced the occasion as chief discussant while Rector, BPATC chaired the programme.



## Independence Day

Participants of 73<sup>rd</sup> FTC celebrated the 52<sup>nd</sup> Independence Day with fanfare and enthusiastic fervor. The celebration was full of events starting with and National hoisting of the national flag at dawn. The participants along with Rector and faculty placed a floral wreath at the National Mausoleum at Savar. They also attended the discussion programme organized to commemorate the sacrifices of the martyrs. Participants also took part in a friendly football match organized as part of the celebration.





## Birth Anniversary of Bangamata Sheikh Fazilatunnesa Mujib

The 92<sup>nd</sup> birth anniversary of Bangamata Sheikh Fazilatunnesa Mujib was observed on 8<sup>th</sup> August, 2022 with due solemnity with the participation of FTC trainees along with Rector, faculty and staff. The life and sacrifice of Bangamata was elaborately discussed. Participants came to learn about the contribution of Bangamata who inspired Bangabandhu Sheikh Mujibur Rahman as well as the entire nation regarding the independence of Bangladesh.

## National Mourning Day

BPATC observed the martyrdom of the Father of the Nation Bangabandhu Sheikh Mujibur Rahman and his family members on 15<sup>th</sup> August 1975 with due dignity. Participants of 73<sup>rd</sup> FTC along with trainees of other courses attended the commemorative programmes. Documentaries on Bangabandhu's life and work and discussion on **Bangabandhu and Public Administration** provided the trainees with a sound understanding of Bangabandhu and the history of Bangladesh. Dr. Mohammed Farashuddin who was also the Private Secretary to Bangabandhu and former Governor of Bangladesh Bank, gave important talks from his personal experience. The programme was chaired by Rector, BPATC.



*The participants are paying respect to the portrait of the Father of the Nation on the National Mourning Day, 2022*





## Annexe-1

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Bangladesh Institute of Administration and Management (BIAM) Foundation is one of the leading training institutions of the country established in 1992 for providing professional and career development training in the field of development administration and management. Later on the, BIAM was converted to a Foundation by a government resolution in November 2002. It is a self-financed associate organization of the Bangladesh Administrative Service Association. BIAM Foundation is mandated for enhancing professional skills, expertise and performance of the members of Bangladesh Civil Service (Administration) Cadre as well as other public and private organizations of the country.

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**Bangladesh Institute of Administration and  
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Bangladesh Institute of Administration and Management (BIAM) Foundation Regional Centre, Bogura is one of the leading training institutes of the country under the supervision of BIAM Foundation, Dhaka. This institution provides professional and career development training for the Government employees in the field of development administration and management. This institute has modernized clean dormitory for the trainees and guests. Apart from these accommodation arrangements, there are two ladies' hostels with twenty-three seats. At present BIAM Bogura is a centre of excellence through providing quality training, extending humanity, social and economic development in the greater North Bengal region.

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**Regional Public Administration Training Centre (RPATC)  
Chattogram**

Regional Public Administration Training Centre, Chattagram is one of the regional centres of BPATC which is located in the heart of the commercial capital city of the country. It's situated in South Pahartoli, at Khulsi Mouja under the Kotyali Thana. It is very near to M. A. Aziz Stadium at Kazir Deuri Crossing. There are good communication networks with capital city Dhaka and other Divisions of the country by all means like road, rail, air and water connectivity. Regional Public Administration Training Centre (RPATC), Chattagram conducts training to enhance the capacity and skill of the govt. employees for building effective, inclusive, accountable Public Administration system in line with BPATC.

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Bangabandhu Sheikh Mujibur Rahman, the father of the nation, established Rural Development Academy (RDA), Bogura on 19 June 1974 with a view to uplifting the quality of life of rural people. Its mandated functions include training, research and action research. It also provides advisory services and offers post graduate diploma. Since last four decades RDA has gained a strong reputation in the field of rural development and has provided an active link between its academic ventures and the application of research findings. Several national and international awards have recognized its outstanding performance. RDA is engaged in delivering sustainable rural development through innovation and practices.

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**National Agriculture Training Academy (NATA)**  
Gazipur

National Agriculture Training Academy (NATA) is the apex training Academy for human resource development of officers (grade-9 and above) under the Ministry of Agriculture (MoA). The Academy organizes various training programs related to modern agricultural technologies and office management issues throughout the year. Government of the People's Republic of Bangladesh abolished CERDI in 2013 and established NATA as an independent organization of MoA. NATA has been started its journey as a training Academy on 07 June 2014.

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### Course Content

#### Module 01: Bangladesh and Bangabandhu Studies

- Emergence of Bangabandhu as a Leader
- Political Philosophy of Bangabandhu and his Contribution to the Development of the "Bengali Nation"
- Historic Speech of 7 March 1971: Declaration of Independence
- Bangabandhu's Strategic Outlook about Foreign Policy and Administrative Reforms
- Bangabandhu's Economic Vision
- Seminar on the Life and Works of Bangabandhu
- Visits to Bangabandhu's Mausoleum at Tungipara and Bangabandhu Memorial Museum at Dhanmondi 32, Dhaka
- Anthropology of Bengali People and Genesis of Bangladesh
- Socio-Cultural Heritage and its Transformation
- Background, Spirit and Dreams of Liberation War
- Genocide in Bangladesh: 1971
- Potential Resources of Bangladesh (Special Emphasis on Tourism and District Branding)
- The Influence of National Poet & Writer in Bangla Literature and Culture
- Bangladesh on the March Towards Prosperity
- Bangladesh's LDC Graduation: Process, Strategy, Opportunities and Challenges

#### Module 02: Village Study

- My Village - My Town (SWOT and Gap Analysis)
- Briefing on Disadvantaged Citizen Visit (DCV)
- Presentation on DCV (Each participant will get 10 minutes for presentation including Q & A)

#### Module 03: Poverty Reduction and Rural Development

- Poverty Reduction and Rural Development Strategy in Bangladesh: Major Approaches and Strategies
- Poverty Reduction Models: Amar Bari, Amar Khamar, Palli Sanchay Bank, CVDP, SFDF, PDBF, Char Livelihood Programme (CLP)
- Poverty Alleviation: Concepts and Measurements
- Rural Economy in Bangladesh: Trends, Achievements and Challenges
- Microfinance & Micro Savings in Poverty Reduction: Strategies for Financial Inclusion
- Cooperative Movement and Social Development in Bangladesh
- Rural - Urban Migration in Bangladesh: Causes and Consequences
- Field Visit to Rural Development Projects

#### Module 04: District and Upazila Attachment

- Observing and understanding the functions and role of the District Development Coordination Committee (DDCC)
- Learning the objectives and functions of all district level public offices including a potential cooperative society/a potential firm/NGO
- Studying the Annual Performance Agreements (APA) of different departments
- Observing and knowing the satisfaction of the service seekers and different stakeholders
- Studying different accountability and transparency tools (eg. Citizen Charter/ NIS/GRS/RTI/APA) of different offices to analyse the impact of it on the service delivery
- Studying the functions and role of the Upazila Parishad
- Studying the roles and functions of the local government institutions (LGIs)

### Module 05: Fundamentals of Foundation Training Course

- Foundation Training Course and its Philosophy
- The Whole of Government Approach in Civil Service of Bangladesh
- Etiquette, Manners and Code of Conduct for Civil Servants
- Civil Service Values, Ethics and Professionalism
- Understanding the Potentials of the Self (self-assessment)

### Module 06: Leadership and Organizational Management

- Organization: Concepts, Types, Nature and Structure
- Basics and Practices of HRM and HRD in Organization
- Art of Leadership
- Effective Crisis Management
- Team Building, Motivation and Human Relationship in Organization
- Emotional Intelligence: Developing Soft-skill for Better Workplace Management
- Change Management in Civil Service
- Conflict Management in Organizational Situations: Negotiation & Coordination Techniques
- Organizational Decision Making: Evidence-based & Evidence-informed
- Career Planning and Career Development
- Stress Management in Workplace
- Media Relationship
- Human Behavior and the Art of Persuasion
- Motivational Speech Series by Change Maker

### Module 07: Important Service Laws in Bangladesh

- Institutions and Process of Formulating Laws, Rules and Regulations (Overview of the Presidential Order; Act; Ordinance; Rules; Regulation; Executive Order; Code; Sanction; Gazette etc.)

- Constitutional Provisions Relating to Public Servants and Public Service Commission
- BSR: Part 1 & Part 2
- General Conditions of Service including Seniority Rules
- The Government Servants (Discipline and Appeal) Rules 2018
- Inquiry Procedure and Report Writing (Case study)
- The Government Servants (Conduct) Rules, 1979
- সরকারী চাকুরী আইন, ২০১৮
- The Administrative Tribunal Act & Rules, 1980
- Rules Related to Leave
- Rules related to Joining Time
- The Bangladesh National Flag, Anthem and Emblem Order, 1972 & Rules and Protocol
- Bangabandhu Public Administration Award Policy

### Module 08: Office Management and Communications

- Secretariat Instructions and Its Role in Public Office Management
- Opening of Files, Writing Notes, References, Flagging and Maintaining Different Register
- Types of Written Communications and Preparation and Issuance of Letters/Orders
- Writing Summary
- Preparing Working Paper of a Meeting
- Writing Meeting Minutes
- Office Inspection with Case Studies
- E-Nothi & Digital Communication
- দাপ্তরিক কাজে প্রমিত বাংলার ব্যবহার
- Video Show on Meeting
- Secretariat Attachment

### Module 09: Public Financial Management and Economic Governance

- Basics of Microeconomics: Some Conceptual Issues
- Basics of Macroeconomics: Some Conceptual Issues



- National Income Accounting
- Monetary Policy, Fiscal Policy and their Dimensions
- Four Sector Relationships (Interrelation and Implications - Real Sector, Fiscal Sector, Monetary Sector and External Sector)
- Market Economy vs Mixed Economy: Concept and Issues
- Capital Market and National Economy
- International Trade and Globalization: Bangladesh Perspective
- Public Financial Management Systems & Reforms in Bangladesh
- General Financial Rules
- Treasury Rules
- Budget: Legal Basis, Preparation and MTBF Process
- Fiscal Table (Budget in brief): Hands on Exercise
- IBAS++
- Debt Management
- Duties and Responsibilities of Drawing and Disbursing Officer
- Delegation of Financial and Administrative Powers
- Preparation of Pay Bill and Pay Fixation
- TA, DA Rules and Preparation of TA Bills
- Laws and Practice of VAT
- Laws and Practice of Income Tax
- Preparation of Income Tax Return
- Audit System in the Public Sector
- Response to Audit Objection and Writing Broadsheet Reply

#### **Module 10: Governmental System and Essential Laws**

- Salient Features of Bangladesh Constitution
- Organs of the State (Executive, Legislature & Judiciary) and their Interplay in Bangladesh Perspective

- Penal Code, CrPC: Sections Essential for Public Service
- CPC, Evidence Act, PRB, 1943: Sections Essential for Public Service
- ভোক্তা অধিকার সংরক্ষণ আইন ২০০৯
- Rules of Business & Allocation of Business
- Land Management System of Bangladesh
- Land Litigation and Dispute Resolution
- Concept of Decentralization & Local Government System in Bangladesh
- Structure and Functions of LGIs
- LGIs: Issues, Challenges & Way Forward
- Interface and Coordination between Elected Representatives and Civil Servants
- Parliament Visit: Attending Parliamentary Session

#### **Module 11: Public Administration and Governance**

- Public Administration & Governance: Concept & Recent Trends
- Public Administration Reforms in Bangladesh
- Public Administration System (Institution, Policy Regime, Changing Trend) in Some Selected Countries (South Korea, India, Australia, Singapore, Malaysia)
- Introduction to Public Policy and Policy Making Process
- Challenges of Policy Crafting and Implementation
- Non-State Stakeholders and Public Policy Formulation
- Business Process Re-engineering
- Management Improvement and Result Orientation: Total Quality Management (TQM) and Result-based Management (RBM)
- Social Accountability Tools and Practices in Bangladesh:
- Citizen Charter;

- Right to Information Act; Grievance Redress System; Annual Performance Agreement ; National Integrity Strategy
- Performance Management and Annual Confidential Report (ACR)
- e-Governance: Concept and Readiness
- Empathy Building and Innovation in Public Service Delivery

#### **Module 12: Child Rights and Gender Equality**

- Concept of Gender and Development
- Women and Child Rights (National and International Perspective- Convention on the Rights of the Children and CEDAW and National Women Development Policy, 2011)
- Initiatives of GoB for Protecting Women & Child Rights and Prevention of Child Marriage
- Creating Gender Friendly Working Environment
- Prevention of Violence Against Woman and Children
- Women in Leadership for Achieving Equal Future
- Gender Responsive Budgeting
- Protection & Rehabilitation of Street Children in Bangladesh

#### **Module 13: Economic Planning and Development**

- Economic Planning: Concepts and Issues, Role of Planning Commission
- Vision Trajectories of Hon'ble PM: Perspective Plan 2021-2041 (Vision 2041), Overview of 8th Five-year plan; Delta Plan 2100
- Development: Concepts and Issues
- Socio Economic Indicators of Bangladesh
- Agricultural Development and Food Security
- Education and Development: Bangladesh Perspective
- Health Care and Development: Bangladesh Perspective
- Infrastructure and Growth: Bangladesh Perspective (Mega Projects)

#### **Module 14: Sustainable Development Goals**

- Basics of SDGs (with comparison to MDGs)
- Evolution of SDGs in the International Policy Framework for Development.
- SDGs in the Development Priorities of Bangladesh
- Administration of SDGs: Top down and Bottom up
- Budgeting for SDGs: Challenges & Way-forward
- Localization of SDGs: Approach, Strategies and Alignment with Local Planning
- Basics of SDGs (with comparison to MDGs)
- Evolution of SDGs in the International Policy Framework for Development.

#### **Module 15: Project & Procurement Management**

- Overview of Project Planning and Approval Process in Bangladesh
- Introduction to Project Cycle and Project Management
- Log Frame and Results Based Management (RBM)
- Feasibility Study of a Project
- Preparation of Development Project Proforma (DPP) and Technical Assistance Project Proforma (TAPP)
- Project Risk Management
- Project Monitoring and Evaluation
- Overview of PPA 2006 and PPR 2008

#### **Module 16: Basics of Social Research**

- Introduction to Social Research: Concepts of Social Reality, Problem Statement, Research Objectives and Relevance to Public Sector
- Literature Review, Referencing & Bibliography
- Methodology: Research Design and Approaches, Sampling, Data Collection Methods (Interview, FGD, Observation, Survey)
- Writing Research Proposal

- Exercise on Preparing Questionnaire
- Data Analysis Technique: Qualitative
- Data Analysis Technique: Quantitative
- Research Ethics (Informed Consent, Deception, Confidentiality & Plagiarism)

### Module 17: IELTS and Communication Skills in English

- Introduction to IELTS Speaking
- Speaking Practice
- Introduction to IELTS Reading
- Reading Practice
- Introduction to IELTS Listening
- Listening Practice
- Introduction to IELTS Writing
- Writing Practice
- Techniques of Presentation and Public Speaking
- Contemporary Issues/Theme based Extempore Speech
- Debate Competition
- Recap Sessions
- Techniques of Presentation and Public Speaking
- Contemporary Issues/Theme based Extempore Speech
- Debate Competition
- Recap Sessions

### Module 18: Basics of English

- Common Grammatical Errors in English
- Subject-Verb Agreement
- Proper Use of Modal Verbs in English
- English Grammar: Clauses and Phrases
- Transformation of Sentences
- Academic Writing
- English at Work Place (Oral & Written Communication)

- Techniques of Translation (Bangla to English and vice versa)

### Module 19: Book Review and Presentation

- Introduction to Art of Book Review
- Book/Article/Case Studies Review Report Presentation (20 min. for each presentation including Q&A) (Books Written by Bangabandhu, HPM Sheikh Hasina and on Liberation War, Governance, Development, Public Administration, History Preferred)

### Module 20: Information & Communication Technology (ICT)

- Need Assessment on ICT Skill
- Basic Hardware and Troubleshooting (Hard-ware & Software)
- Document Preparation
- Learning Blind Typing (Bangla & English)
- Presentation Preparation
- Spreadsheet Analysis
- Office Automation: ERP, e-services, Digital Communication etc.
- Digital Bangladesh: Concept and Selected Initiatives
- Digital Signature
- Use of Social Media: Citizen Connectivity
- Guidelines for Social Media Use
- Cloud Computing: Concept and Usage
- Fourth Industrial Revolution (4IR): Internet of Things (IoT), Big Data, Block Chain, Crypto Currency
- Digital Security Act-2018

### Module 21: Physical Conditioning & Games

- Nutrition & Physical Fitness
- Wellness Concept & Management
- Effect of Exercise on Different Organs
- Common Sports Injuries & Prevention/ Rehabilitation of Back Pain



- Sedentary Life Style and Effects
- Occupational Pain and its Management
- Emotional Health and Psychological Wellbeing
- Morning Exercise: Walking, Jogging, Freehand Exercises, Ground Exercises, Stretching, Minor Games, Meditation
- Afternoon Games:
- Football, Handball, Volleyball, Basketball, Swimming, Tennis etc.

#### Module 22: Comprehensive Examination

- After the completion of all written examinations of FTC, all participants will be required to appear in a comprehensive written examination that covers all the contents of FTC (descriptive & analytical) of two hours duration or as fixed by the authority.
- CMT/Concerned Module Director will brief the participants beforehand about the system and procedure of the examination.

#### Module 23: Contemporary Issues

- Blue Economy and the prospect of economic growth of Bangladesh
- Autism and Neuro-development Disorder
- COVID-19: How pandemic reshaped our world
- Rohingya Crisis and the Geopolitics of South-East Asia
- State-capacity and Experience of Developmental States: Lessons for Bangladesh

- Overseas Employment, Remittance and National Economic Progress: Opportunities and Challenges
- Middle Income Trap and Sustaining Bangladesh's Economic Miracle
- Public-Private Partnership: Models, Benefits and Risks
- Cyber Threats and Cyber Security: National Security Issues, Policy and Strategies
- Ten Special Initiatives of the Honourable Prime Minister of Bangladesh
- Noise Induced Hearing Loss, Smoking related Health Risks, Mobile Phone Use and Health Hazards
- Demographic Dividend: Opportunities & Challenges
- বাংলা ভাষা ও সাহিত্য: সাম্প্রতিক অবস্থা
- Introduction to Universal Health Coverage
- Waste Management

#### Module 24: Car Driving

- Introduction to Vehicles
- Traffic Rules, Signals
- Vehicle Maintenance
- Trouble Shooting
- Motor Vehicle Ordinance
- Driving Practice

## Resource Persons Conducted Academic Sessions

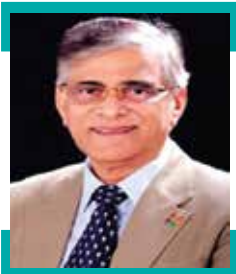
### List of Guest Speakers (not according to seniority)



**Mr. Farhad Hossain, MP** is the honourable Minister of State, Ministry of Public Administration. He was consecutively elected MP in 2014 and 2018 from Meherpur-1 constituency. Prior to that he worked as an Associate Professor of English at renowned Dhaka City College. He served as a Member of the Parliamentary Standing Committee on Finance Ministry in the 10th Jatio Sangsad. He also performed the duties of an Executive Member of the Muktijoddha Welfare Trust. Assuming ministerial charge in 2016, honourable Minister of State has been playing a key role in various reforms in public administration. He completed MA in English Literature from the University of Dhaka and studied MBA at Eastern University (Bangladesh).



**Dr. Md. Enamur Rahman, MP** is the honourable Minister of State, Ministry of Disaster Management and Relief. He was elected MP twice from Dhaka-19 constituency. He joined BCS (Health) in 1983 and left in 1992 and founded Enam Medical College Hospital, country's largest in the private sector, and continuing as its Founder Chairman. Dr. Rahman is associated with many organisations including Bangladesh Association of Parliamentarians on Population and Development, FBCCI, Dhaka Transport Coordination Authority, Bangladesh Medical Association, etc. He completed his MBBS degree from Chittagong Medical College.



**Dr. Shamsul Alam** is the honourable Minister of State, Ministry of Planning. He started his career in teaching and research at Bangladesh Agriculture University in 1973 and continued as Visiting Professor at Humboldt University (Germany), Ghent University (Belgium) and Wageningen University (Netherlands). Before assuming the ministerial position, he had been working as a Member (Senior Secretary) of the General Economics Division of Planning Commission since 2009. He led the national planning documents preparing team during 2009-2021. He obtained BSc (Hons.) and MSc in Agricultural Economics from Bangladesh Agricultural University (Mymensingh), MA in Economics from Thammasat University (Thailand) and PhD in Agricultural Economics and Food Marketing from University of Newcastle upon Tyne (UK).



**Professor Dr. Pran Gopal Datta, MP** is a valiant freedom fighter, renowned physician, university administrator and active politician. He is an MP elected unopposed from Comilla-7 constituency. He is the former Vice Chancellor of the Bangabandhu Sheikh Mujib Medical University. He authored 71 publications in national and international journals. For his glorious contributions to medical science, he was given a number of awards including Shadinata Padak, 2012, the highest civilian award in the country. He was appointed as an Advisor to WHO in 2020 for Society for Sound Hearing. He obtained MBBS degree from Chittagong Medical College, MS in Otolaryngology from Odessa State Medical Institute, PhD from Kyiv Scientific and Research Institute, and MS in Audiological Medicine from Manchester University (UK).



**Mr. Muhammad Musharraf Hossain Bhuiyan** (BCS Administration: 1981) is the former Cabinet Secretary. He is currently a Senior Advisor to BRAC Institute of Governance and Development. During his illustrious career he held many important positions in the Government of Bangladesh including Secretary (Economic Relations Division, Ministry of Primary and Mass Education and Member, Planning Commission), Chairman, Petro Bangla, Commercial Councillor, Bangladesh Mission (Dubai), and Deputy Commissioner. He also worked at BPATC as Deputy Director. Mr. Bhuiyan also served the World Bank as the Alternate Executive Director. He holds an MA in English Literature from the University of Dhaka, postgraduate degrees in Public Policy from Curtin University (Australia) and the University of Birmingham (UK).



**Mr. Md. Abul Kalam Azad** (BCS Administration: 1982) is the former Principal Secretary to the Prime Minister. He is the Special Envoy of Climate Vulnerability Forum Presidency of Bangladesh and the Commissioner of the Global Commission on Biodivercities of the World Economic Forum. He was an outstanding civil servant and held many coveted positions in the Government including Principal Coordinator SDG and Secretary (Prime Minister's Office, Economic Relations Division and Power Division). He was instrumental in transforming power sector. He was the President of Bangladesh Scouts. He guided the implementation of 100 Economic Zones, dozens of Hi-tech Parks, and several PPP initiatives in Bangladesh. He completed LLB degree from the University of Dhaka.



**Dr. Mohammed Farashuddin** is a retired civil servant. He is currently the Chief Adviser of East West University. He was the Private Secretary to the Prime Minister of Bangladesh, the Father of the Nation Bangabandhu Sheikh Mujibur Rahman. He was the 7<sup>th</sup> Governor of Bangladesh Bank and introduced significant reforms toward a healthy, sound, transparent, and default-free banking system. As the Controller of Capital Issues in the Ministry of Finance, Dr. Farashuddin helped to create a potentially vigorous capital market. He did his BA (Honours) and MA in Economics from the University of Dhaka, MA in Economics and Political Economy, and also PhD from Boston University (USA).



**Mr. Muhammad Muslim Chowdhury** (BCS Audit and Accounts: 1984) is the 12<sup>th</sup> Comptroller and Auditor General (CAG) of Bangladesh since 2018. Prior to this, he was the Secretary of Finance Division and also held other positions there. He possesses an illustrious career in civil service spanning over 32 years. He supervised the PFM reforms including Automated Challan System, Pensioners' Database, BACS (iBAS++), etc. He worked in many positions in CAG, CGA and CGDF offices. He holds B.Com (Honours) and M.Com in Accounting from the University of Chittagong (Bangladesh) and MSc in Finance and Accounting with distinction from the University of Birmingham (UK).





**Mr. A.K.M. Abdul Awal Mazumder** (BCS Administration: 1982) is a retired Secretary to the Government. He is a renowned author and has published 21 books. He served Ministry of Primary and Mass Education, Science and ICT, and Rector of BPATC as Secretary. He also worked as the DG of National Academy of Planning and Development, and Bangladesh Rural Development Board and Deputy Commissioner. He obtained BSS (Hons) and MSS in Political Science from the University of Dhaka. Further he received Graduate Diploma from Johns Hopkins University (USA). Mr Mazumder is a Hubert Humphrey Fellow.



**Dr. M. Aslam Alam** (BCS Administration: 1982) is a retired Senior Secretary to the Government. He is currently the Chairman and Executive Director of the Bangladesh Institute for Information Literacy and Sustainable Development. He served Financial Institutions Division, Ministry of Disaster Management and Relief, BPATC (Rector), and BCS Admin Academy (Rector) as Senior Secretary/Secretary. He also worked as DG in the PMO. He obtained B.Com (Honours) and M.Com in Accounting and MBA from IBA of the University of Dhaka, MA in International Relations from the International University of Japan and PhD from the University of New South Wales (Australia).



**Mr. Abdur Rouf Talukder** (BCS Administration: 1985) is a retired Senior Secretary to the Government and currently he is the Governor of Bangladesh Bank, the central bank of Bangladesh. He worked for almost two decades in Finance Division and held all the positions of the bureaucratic hierarchy including Secretary and Senior Secretary. Mr. Talukder was instrumental in PFM reforms including rolling out MTBF across the Government and played vital role in payroll automation, EFT for pensioners, introduction of Shariah-based Sukuk Bond, automation of National Savings Certificate. He is one of the key contributors to The Public Money and Budget Management Act 2009, Autonomous Bodies' Surplus Revenue Act 2020 and Universal Pension Management Act 2022. He also worked in the ministries of Industry, Food, and Information and Bangladesh High Commission, Kuala Lumpur. For his outstanding performance and integrity Mr. Talukder received a number of accolades including National Integrity Award 2020-21 and Public Administration Award 2021. Mr. Talukder holds an MBA from the Institute of Business Administration (IBA) of the University of Dhaka and an MSc in Development Management from the University of Birmingham (UK). He also attended many professional training courses at Harvard Kennedy School, IMF Institute (USA), GRIPS (Japan) and Crown Agents Professional Development Centre (London).



**Mr. K M Ali Azam** (BCS Administration: 1986) has an illustrious civil service career and is currently the Senior Secretary of the Ministry of Public Administration. Prior, he also worked as Secretary of the Ministry of Industries, and the Ministry of Labour and Employment. Mr. Azam was the Divisional Commissioner of Dhaka, Director General of the Prime Minister's Office, and Deputy Commissioner of Chapainawabganj. He is an MA in Economics from the University of Rajshahi (Bangladesh).



**Mr. Md. Aminul Islam Khan** (BCS Administration: 1986) is the Secretary of the Ministry of Primary and Mass Education. Previously, he worked as Secretary in Technical and Madrasah Education Division, and the Ministry of Liberation War Affairs. He served as Director and Head of Commonwealth Youth Program (Asia Region) in India. Mr Khan earned his BA (Honours) and MA in English Literature and LLB from the University of Dhaka.



**Mr. Mohammad Tofazzel Hossain Miah** (BCS Administration: 9th Batch) is the Senior Secretary in the Prime Minister's Office. Prior to this, he also served there in various capacities, such as, Secretary in PMO, Private Secretary to the Honourable Prime Minister, Director General in PMO, Director General, Private Export Processing Zones, Director of the Board of Investment, etc. He also served in the Ministry of Primary and Mass Education, Ministry of Public Administration and Local Government Division. His extra-ordinary civil service career progressed through field administration postings among which the most coveted was the Deputy Commissioner in three districts, namely, Dhaka, Cumilla, and Panchagarh, a rare achievement on part of a BCS Administration official. Mr. Miah is the National Commissioner of Bangladesh Scouts, Syndicate Member of Jahangirnagar University, Sheikh Hasina University, and Ahsanullah University of Science and Technology. He sat on the Boards of Directors of a number of corporations/organisations including BIFFL, Biman Bangladesh Airlines, IDCOL, BATBCL, Grameen Bank, BAPEX, etc. He earned his MA in English Literature from the University of Dhaka and MSc in Early Childhood Development from BRAC University. He participated in professional training programmes in a number of reputed institutions including Harvard Kennedy School of Government, Asian Institute of Technology, etc. He authored a number of books and articles.



**Dr. Syed Anwar Husain** is a renowned retired professor of History at Dhaka University. He is the Bangabandhu Chair at the Bangladesh University of Professionals (BUP). He received first-class Honorus and Master's degrees in History (first in both) from the University of Dhaka. As a British Commonwealth Scholar, he took an MA Senior Honours degree in International History from the University of Edinburgh. He was awarded PhD in British Administrative History by the University of London. Professor Husain was a visiting faculty at the Columbia University, Pennsylvania University, and American University (Washington, D.C.) and a Scholar-in Residence at the Rockefeller Foundation Study and Conference Centre, Bellagio, Italy. Between 1987 and 1988 he was Senior Fulbright Fellow at the University of California, Berkeley. The Government of Bangladesh, for outstanding contributions to research on democracy and good governance, awarded him Ekushey Padak 2009.



**Dr. Harun-or-Rashid** retired as Selection Grade Professor, Department of Political Science, University of Dhaka. He was Project Director and Chief Editor, Encyclopaedia of Bangladesh War of Liberation published by the Asiatic Society of Bangladesh (2014 to date). Professor Rashid held positions of Pro-Vice Chancellor and Vice Chancellor, Dhaka University and National University respectively. He was the Bangabandhu Chair, South Asia Institute, Heidelberg University, Germany, 2021-2022. He completed his BA (Honours) and MA in Political Science from the University of Dhaka and stood 1 in both. He obtained his PhD and Post-Doctoral from the University of London. He received Bangla Academy Award 2021 for his research on Bangabandhu.



**Dr. Muhammed Sadique** (BCS Administration: 1982) is a retired Secretary to the Government and served the Bangladesh Public Service Commission as Chairman during 2016-2020 and also as a Member (2014-2016). He also worked as Secretary (Ministry of Education and the Bangladesh Election Commission Secretariat). He obtained his BA (Honours) and MA in Bangla Language and Literature from the University of Dhaka in 1976 and 1977 respectively.



**Mr. Md. Rakib Hossain ndc** (BCS Administration: 1985) is a retired civil servant and served as Secretary to the Government (Rector, BPATC). He is currently a Consultant in Asian Development Bank, Dhaka. He is a well-reputed trainer and trains civil servants extensively in many institutes of different BCS cadres. He worked in a number of ministries including Ministry of Public Administration. He earned his Bachelor's Honours and Master's degrees from the University of Dhaka in 1982 and 1983 respectively. He obtained his second Master's in Public Administration from the University of Canberra (Australia) in 1993 under AusAID fellowship.



**Ms Sharifa Khan** (BCS Administration: 9<sup>th</sup> Batch), a talented public sector economist, is a Secretary to the Government and currently working as a Member of Planning Commission. Ms Khan is an expert in international trade and quantitative and development economics. Previously, she served the Ministry of Commerce for almost two decades in various capacities including Additional Secretary and DG, WTO Cell. She was the Economic Minister at the Bangladesh High Commission in London. She also worked in the Ministry of Agriculture, BPATC and Dhaka Collectorate. She teaches/trains extensively in various government and private institutions on international trade, WTO issues, free trade agreements and macro-economic management. She published a number of articles on global trade, LDC graduation, intellectual property rights and agriculture negotiations. Ms Khan obtained BSS (Honours) and MSS degrees in Economics from the University of Dhaka and Diploma and Master's in Development Economics from the Australian National University. She attended professional training course at Harvard Kennedy School of Government. She published a number of articles in local and international journals.





**Mr. Prodip Ranjan Chakraborty** (BCS Administration: 1986) is the Secretary, Planning Division and ex-officio, Member, Programming Division of Planning Commission. He also worked as Secretary of IMED and a Member of Planning Commission. He also served Security Services Division, Statistics and Informatics Division, Tourism Board, and in field administration in various capacities. He completed B.Sc (Honours) and MSc in Zoology from the University of Dhaka and was placed in First Class 3rd and 2nd positions respectively.



**Mr. Md. Monjur Hossain** (BCS Administration: 10<sup>th</sup> Batch), a dynamic and result-oriented career bureaucrat, is a Secretary to the Government and currently works in Bridge Division and the Ex-Officio Executive Director of Bangladesh Bridge Authority. He is an expert trainer in Leadership. He is a former Rector of BPATC. Mr. Hossain earned his MSS in International Relations from the University of Dhaka in 1990 and Master's in Public Administration from the prestigious National University of Singapore.



**Mr. Md. Habibur Rahman** PAA (BCS Administration: 10<sup>th</sup> Batch) is the Secretary of Power Division. He worked in Finance Division for nearly 20 years and contributed immensely to the reform process in fiscal sector. He played key role, as a PFM expert and Budget Specialist, in implementing Financial Management Reform Program and Deepening MTBF and Strengthening Financial Accountability projects. He taught courses at Institute of Public Finance Bangladesh and is a regular Guest Speaker at BPATC and other public training institutes. He has an outstanding career in civil service and was awarded the prestigious Public Administration Award of 2017. He earned his BSc and MSc in Applied Physics and Electronics from the University of Dhaka. He also holds Master in Economic Development Policy and Research from the University of Birmingham (UK).



**Mr. Md Mustafizur Rahman** PAA (BCS Administration: 10<sup>th</sup> Batch) is Secretary, Ministry of Land. With a brief teaching career in Physics in a college, Mr. Rahman switched to civil service career and proved his worthiness and brilliance through integrity and efficient public service delivery. He worked in all tiers of the field administration including Divisional Commissioner (Sylhet and Dhaka) as well as Deputy Commissioner (Jashore). He was instrumental in training and expansion of ICT in government offices while working in A2i programme as Project Director. For his formidable performance and exceptional integrity, he received the National Integrity Award 2019-20, Digital Bangladesh Award 2020, and Public Administration Award 2016. He completed his Master's in Physics from the University of Rajshahi.



**Dr. Md. Humayun Kabir** (BCS Administration: 11<sup>th</sup> Batch) is the Secretary of Railway Ministry. He also worked in the Ministry of Public Administration as an Additional Secretary. He possesses a brilliant civil service career and worked as Deputy Commissioner of Jashore and Divisional Commissioner of Rajshahi. He was awarded the National Integrity Award 2016 and Public Administration Award 2017 to recognise his outstanding contributions as a public servant. He completed his BSS and MSS in Public Administration from the University of Dhaka. He obtained his PhD in Public Private Partnership (PPP) from the same University in Australia. He is the first civil servant officer in Bangladesh who received PhD in PPP.



**Dr. Farhina Ahmed** (BCS Administration: 11<sup>th</sup> Batch) is Secretary, Ministry of Environment, Forest and Climate Change. In the longer part of her illustrious career, she worked in Finance Division in different capacities such as Additional Secretary, Joint Secretary and Deputy Secretary and led teams responsible for drafting Bangladesh Economic Review and Gender Budget Report. Dr Ahmed held vital positions in the ministries of Housing and Public Works, and Women and Children Affairs, BCS Administration Academy and field administration. She also worked as a Project Director. She holds BSS (Honours) and MSS degrees in Political Science from the University of Dhaka, another Master's from Monash University and PhD from RMIT University (Australia).



**Mr. Md. Hannan Mia** (BCS Administration: 9<sup>th</sup> Batch), Ex-Chairman, Bangladesh Parjatan Corporation. He retired as a Grade-1 officer of the government. He possesses a vast knowledge of field administration, especially land-related issues. In his career, he worked in various positions in his service, like UNO, ADM, GM (BRTA), and DG (Dept. of Archaeology). He obtained his BSS and MSS degrees in International Relations from Dhaka University. Besides, he took PG Diploma in International Business Management from West London University (UK).



**Md. Mahbubul Islam** (BCS Administration: 9<sup>th</sup> Batch) is the Division Chief, Socio-Economic Infrastructure Division of Planning Commission. He worked in different ministries and field administration. He completed his MSc in Applied Chemistry. Also, he earned an MBA in Human Resource Management (HRM).



**Mr. Abdul Baki** (BCS Administration: 11<sup>th</sup> Batch) is an Additional Secretary, ERD, Ministry of Finance. He is a member of the Core Committee on LDC Graduation Process Monitoring and Evaluation. He also worked in the Ministries of Information, and Shipping, Rural Development and Cooperatives Division, BPATC, etc. He also worked in many positions in field administration. He did his Master's in Economics from Jahangirnagar University and completed another Masters's in Governance and Economic Development from BRAC University.



**Mr. Mohammad Khurshed Alam** is Secretary, Maritime Affairs Unit of the Ministry of Foreign Affairs. He performed the duties of the Deputy Agent of the "Dispute concerning the delimitation of the maritime boundary between Bangladesh and Myanmar in the Bay of Bengal" in the International Tribunal on the Law of the Sea (ITLOS) in Germany and the "Bay of Bengal Maritime Boundary Arbitration between Bangladesh and India" under Annex VII to UNCLOS in the Permanent Court of Arbitration in the Hague respectively. He joined the Navy and was commissioned in 1973 and retired as Rear Admiral in 2008 prior to joining the Ministry of Foreign Affairs.



**Mr. A.F.M. Hayatullah** (BCS Administration: 11<sup>th</sup> Batch) is the Chairman (Grade-1), Bangladesh Agriculture Development Corporation (BADC). He also worked in the Ministry of Public Administration as well as field administration in various capacities. He obtained his graduation and Master's degrees in Agricultural Economics from Bangladesh Agriculture University. He also received Master's degree in Human Resource Management and Development from the University of Guru Govinda Singh Indraprastha, India and another Master's from Northern University.



**Mr. Md. Akram Husain** (BCS Administration: 1984) is a former Additional Secretary. He worked in different positions in field administration like Assistant Commissioner, UNO, ADC, and DC. Mr Husain conducts sessions as a resource person in various institutes like BPATC, BCS (Admin) Academy, National Academy for Planning and Development (NAPD), Bangladesh Institute of Administration and Management (BIAM), NAEM, NIPORT, and Statistical Training Institute. He obtained his MSS in Social Welfare and LLB from the University of Dhaka.



**Professor Mustafizur Rahman**, PhD is the Distinguished Fellow at Centre for Policy Dialogue (CPD), a renowned think tank in Bangladesh. He did his PhD in development economics from Moscow State University, Russian Federation. Earlier, Dr. Rahman taught as a Professor at the University of Dhaka. He was a Post-Doctoral Visiting Fellow at Oxford University and Warwick University, UK, and Senior Fulbright Fellow at Yale University, USA.



**Dr. Md. Mahamud-Ul-Hoque** (BCS Administration: 1985) is a retired Additional Secretary. He worked as Additional Secretary in the ministries of Education, and Defence. He held many positions in the field administration. He obtained his M.Sc in Organic Chemistry from the University of Chittagong and PhD in Geochemical Mapping of Groundwater Arsenic and Arsenic in Biological Samples from Jahangirnagar University.



**Mr. Muhammad Munir Chowdhury** (BCS Administration: 10<sup>th</sup> Batch) is the DG of the National Museum of Science and Technology. He has diversified professional experience in field administration. He earned reputation in magisterial duties. He obtained his Master's degree in Management from the University of Chittagong.



**Mr. Md. Nasir Uddin Ahmed** (BCS Administration: 10<sup>th</sup> Batch) is an Additional Secretary and posted as the Inspector General of the Department of Inspection for Factories and Establishments, Ministry of Labour and Manpower. He worked in various capacities in the field administration and in a number of ministries of which most part he spent in Financial Institutions Division, Ministry of Finance. He earned his B.Com (Honours) and M.Com in Finance from the University of Dhaka.





**Ms. Shahin Islam**, ndc, (BCS Information: 1984) is the Director General (Additional Secretary) of the National Institute of Mass Communication. Besides, she held various capacities in the ministries and organisations of the Ministry of Information. She attained BSS (Honours) and MSS in Economics from the University of Dhaka.



**Mr. Syed Masud Mahmood Khundoker** is an Additional Foreign Secretary. Mr Khundoker, while serving as Deputy High Commission in Kolkata, took the initiative to adopt a Resolution in both West Bengal and Tripura's Bidhan Shova (State Parliament) proposing Bangla be announced as one of the official languages of the UN. Mr Khundoker obtained BA (Honours) and a MA in English Language and Literature from the University of Chittagong.



**Mr. Abul Kashem Md. Mohiuddin** (BCS Administration: 13<sup>th</sup> Batch) is the Additional Secretary of the Ministry of Public Administration. He was the Deputy Commissioner of Satkhira District from 2016-2018. Besides, he was the 1st Secretary at NBR in 2015. Also, he worked in different Ministries in his career. He obtained BSc (Honours) and MSc in Applied Physics and Electronics from Dhaka University. Further, he obtained another MBA from South-East University and received the Vice-chancellor award for his outstanding result. He topped the lists in both Law and Administration Training, and MATT Training.



**Dr. Md. Shahidulla** (BCS Administration: 13<sup>th</sup> Batch) is the Additional Secretary, Career Planning and Training, Ministry of Public Administration. He is contributing to reform public administration training system. He held many important positions in the government including PMO (Director) and Power Division, and ERD as well as in the field administration. Dr. Shahidulla completed his BSS (Honours) and MSS in Government and Politics from Jahangirnagar University and obtained PhD in HRD and Poverty Reduction from the same University.



**Dr Farid Uddin Ahmed** (BCS Administration: 13<sup>th</sup> Batch) is an Additional Secretary, Ministry of Public Administration. He is now working in Discipline and Inquiry Wing in the Ministry of Public Administration. He also worked in the field administration. He completed his BSc (Honours) and MSc in Geography from Jahangirnagar University and obtained PhD in Public Administration from Rajshahi University.



**Mr. Md. Tofazzel Hossain** (BCS Administration: 15<sup>th</sup> Batch) is an Additional Secretary, Ministry of Public Administration. He led the change in Annual Confidential Report and finally initiated ACR Policy 2020. He completed his MSc in Marine Science. Besides, he obtained another MA in Governance and Development.



**Mr. Md. Mofidur Rahman** (BCS Administration: 15<sup>th</sup> Batch) is an Additional Secretary, Finance Division, Ministry of Finance. Apart from field administration, he worked in the Ministry of Cultural Affairs, Ministry of Public Administration, and Finance Division. He also served in the field administration for a long time. He worked in lieu for quite a long time in the USAID and World Bank-funded projects. He is a poet and published a number of books. He received an MSc degree in Public Economic Management and Finance from the University of Birmingham (UK).



**Dr. Md Shahjahan Kabir** is the Director General, Bangladesh Rice Research Institute (BRRI). Previously, he also served BRRI as a Director. He started his career as a Scientific Officer in the Agricultural Statistics Division of the Institute in 1994. Dr. Kabir obtained BSc (Honours) and MSc degrees from the Department of Statistics, Rajshahi University. He earned his PhD in Geo-Statistical Modeling from Jahangirnagar University in 2011.



**Mr. M M Fazlul Haque Arif** (BCS Taxation: 13<sup>th</sup> Batch) is a Commissioner of Taxes, National Board of Revenue. Currently, he is the Director General of the BCS (Tax) Academy. Mr. Haque obtained BSS and MSS degrees in Public Administration from the University of Dhaka. Also, he stood first in the Foundation Training Course at BPATC and was awarded the Rector's Gold Medal for the best all-rounder participant 1994.



**Barrister Nihad Kabir** is the President of the Metropolitan Chamber of Commerce and Industry (MCCI), Dhaka, and an Advocate of the Supreme Court of Bangladesh. She is an independent director on the Board of Square Textiles Limited and Director of Brac Bank Limited, Infrastructure Development Company Limited (IDCOL), and Bkash. She was called to the Bar from Grays Inn in England. She has a BA (Honours) degree in law, an LLM, and an MA from the University of Cambridge, England.



**Mr. Syed Mizanur Rahman ndc** (BCS Administration: 1985 Batch) is a former MDS (Joint Secretary) of BPATC. He served as the Deputy Commissioner and District Magistrate in Barguna, Dinazpur, and Gazipur districts. Mr. Rahman completed his BCom. (Honours) and MCom in Finance and Banking from the University of Dhaka, securing First Class First position. He also achieved a Graduate Diploma in Economics of Development and MA in Environmental Management and Development from Australian National University.



**Dr. Shah Mohammad Sanaul Hoque** (BCS Administration: 1985 Batch) is a former MDS (Joint Secretary) of BPATC. He has more than twenty-seven years of working experience in diverse activities that include public sector management, project management, ICT management, capacity building, research and publication, consultancy, etc. He is the author of many professional articles, presented and published at national and international levels. He completed his BSS and MSS in Political Science from the University of Chittagong.



**Mr. Abu Sayeed Chowdhury** (BCS Administration: 1986 Batch) is the Controller (Joint Secretary) of the Controller of Certifying Authorities. He worked both in the field level and different ministries. He holds BSc (Honours) and MSc in Applied Physics and Electronics from the University of Dhaka, securing 1<sup>st</sup> Class in both exams. He obtained another Master's in Information Technology from the Flinders University (Australia).



**Mr. Banik Gour Sundar** is the Programme Director, Bangladesh Institute of Governance and Management (BIGM) and former MDS of BPATC. He obtained BSS (Hons) and MSS degrees in Economics from the University of Dhaka. He did another Master's in Development Economics from Germany. Mr Banik has been working as a National Trainer on Public Procurement. He worked on lien for one year as a National Consultant of Curriculum Development on Public Procurement at CPTU from 2014 to 2015. In the freedom fighting in Bangladesh, on May 7, 1971, he was seriously injured by Pak Hanader Bahini at Mirzapur, Tangail, and lost his right hand from his wrist.



**Dr. Shaikh Shamsuddin Ahmed** is a Commissioner, Bangladesh Securities and Exchange Commission. Prior, he was a Professor of Finance at the University of Dhaka. Dr. Ahmed earlier served as a Senior Economist at the World Bank. He obtained B.Comn (Honours) and M.Comn degrees in Finance from the University of Dhaka. He earned his PhD from the University of Birmingham in the UK as a fellow of the Commonwealth Scholarship Commission with research focused on monetary policy and economic growth for developing countries.



**Mr. Shish Haider Chowdhury**, ndc (BCS Audit and Accounts: 9<sup>th</sup> Batch) MCIPS is the Member (International Cooperation), Bangladesh Trade and Tariff Commission. He previously worked in a number of ministries and CAG and CGA offices. He did his BCom (Honours) and MCom in Accounting from Dhaka University, MBA from IBA of Dhaka University and MSc in Public Economic Management from the University of Birmingham (UK). He is undergoing his PhD at the Bangladesh University of Professionals (BUP).





**Mr. Mohd. Monirul Islam** (BCS Administration: 17<sup>th</sup> Batch) is Joint Secretary (SDGs Affairs), Prime Minister's Office. He is attached to the Principal Coordinator (SDGs Affairs), a high-level post created at the PMO to look after the coordination issue of SDGs implementation. Mr. Islam has completed his BSc (Honours) and MSc in Economics from Jahangirnagar University and Master's in Public Policy (MPP) from Japan's National Graduate Institute for Policy Studies (GRIPS).



**Mr. Md. Mamunur Rashid Bhuiyan** (BCS Administration: 18<sup>th</sup> Batch) is a Joint Secretary in the Cabinet Division. He served in different capacities in field administration and the ministries. He also served as an e-service specialist in the a2i programme under PMO. He also worked in the field administration in various capacities. Mr. Bhuiyan obtained his Master's degrees in Chemistry, Environmental Conservation, and Governance and Development.



**Mr. Md. Abdur Razzaque Sarker** (BCS Administration: 18<sup>th</sup> Batch) is a Joint Secretary working in the Ministry of Public Administration. He worked in different positions in field administration. He also worked as Director BPATC. He completed his BA and MA in English Literature from Rajshahi University. He has attended a number of training in home and abroad.



**Mr. Shamim Ahammed** (BCS Administration: 20<sup>th</sup> Batch) is a Joint Secretary and posted as a Director in the PMO. Previously he held a number of positions in the field administration. He completed his Bachelor's degree in Urban and Rural Planning from Khulna University and obtained his MBA from the University of West London (UK).



**Mr. Md. Mizanur Rahman** (BCS Administration: 20<sup>th</sup> Batch) is a Joint Secretary. In 2011 he selected the best UNO in Bangladesh for establishing the Union Information Centre and e-services and received an award from former United Nations Secretary General Ban Ki-Moon. He received Janoprosason Padak 2019 for his outstanding performance as Deputy Commissioner in Naogaon. He also received the Digital Bangladesh Award 2020 in the technical category. He obtained his BSS (Honours) and MSS degrees in Social Welfare from the University of Dhaka. Besides, he earned another Master's degree in Economics from Yamaguchi University, Japan.



**Lt. Col. (Retd.) Qazi Sajjad Ali Zahir**, Bir Protik. He was awarded the Bir Protik gallantry award. Besides, he is the recipient of the Swadhinata Padak, the highest civil honour in Bangladesh. The Government of India awarded him the Padma Shri award in 2021. He has authored 60 books and many articles in Bangla and English newspapers, and periodicals in Bangladesh and abroad. He has been delivering lectures for Bangabandhu Memorial Trust on Liberation War, the contribution of Bangabandhu, war crime and genocide, and anti-fundamentalism/anti-radicalisation for the last twelve years.



**Mr. Md. Mosta Gausul Hoque** (BCS Administration: 9<sup>th</sup> Batch) PMP is the Principal Project Management Consultant, WB Assisted Digitizing Implementation Monitoring and Public Procurement (DIMAPP) in CPTU in the Ministry of Planning. He also worked in a number of ministries and the field administration in different capacities. He completed his BSc in Physics from Dhaka University. He did his MBA-IBA from Dhaka University. Besides, his other Master's in Economics at Yamaguchi University, Japan.



**Mr. Md. Abdul Awal** is the District & Sessions Judge, Human Trafficking Offence Suppression Tribunal, Khulna. He has been working for 22 years as a Judicial officer. Also, he is the law examiner at the National University, Gazipur. He obtained his LLB and LLM degrees from the University of Dhaka.



**Mr. Md. Jahidul Islam** (BCS Administration: 21<sup>st</sup> Batch) is a Deputy Secretary, Power Division. He worked in different positions in field administration. He completed his BSS and MSS in Social Welfare from the University of Dhaka. Besides, he obtained an MSc in Project Management in Commendation from the University of Bedfordshire (UK).



**Syeda Masuma Khanam** (BCS Administration: 21<sup>st</sup> Batch) is a Deputy Secretary with experience in field administration. She is currently working as a Director of the Environment Department. She also worked in BPATC and has strong communication skills in international negotiations on foreign-aided development projects. She obtained her Master's degree in Anthropology from Dhaka University. She also earned another Master's degree in Environmental Science from the University of Tsukuba, Japan.



**Dr. Nahida Faridy** (BCS Customs and Excise: 21<sup>st</sup> Batch) is the Additional Commissioner of VAT, Customs, Excise, and VAT Commissionerate Dhaka (East). Dr. Faridy received World Customs Organisation's (WCO.) Merit Award for her outstanding performance in revenue collection. She did her Bachelor's and Master's in Economics from the University of Dhaka. She was awarded the prestigious Joint-Japan and World Bank Scholarship and did her 2<sup>nd</sup> Masters in Taxation Policy and Management at Keio University (Japan). She also pursued her PhD in Taxation from Griffith University (Australia) with IPRS Scholarship.



**Dr. Amjed Hossain** (BCS Administration: 21<sup>st</sup> Batch) is a Deputy Secretary (Deputy Chief in Planning Commission) with formidable field experience. He is a Member of National Training Resource Pool. He has keen interest on the area of Financial & Procurement Management, Project Management, Environment & Disaster management, Research methodology and Change Management. He has a good number of publications in international peer reviewed and indexed journals. He also worked at BPATC as a Director.



**Kazi Forrukh Ahammed** (BCS Audit and Accounts: 22<sup>nd</sup> Batch) MCIPS is the Chief Accounts and Finance Officer, Ministry of Home Affairs. He has 23 years of work experience in the public sector and UN system, including banking, and financial management of the Railway sector, project management, procurement, and training Management, as well as public audit and accounts. He obtained his Master's in Procurement and Supply Management from BRAC University. Before that he completed his BSc and MSc in Botany from National University.



**Dr. Amitavo Chakrabarty** (BCS Livestock: 19<sup>th</sup> Batch) is a Deputy Secretary of the Ministry of Fisheries and Livestock. One of his Innovative Idea replicated nationally by the Department of Livestock Services and the Ministry of Fisheries & Livestock. Dr. Chakrabarty was adjudged the Best Officer to build the digital Bangladesh and Integrity Award 2021. He did his PhD (Medicine) from Bangladesh Agricultural University. He has authored 25 publications in national and international journals.



**Dr. Mohammad Raknuzzaman**, Professor, University of Dhaka. He completed his BSc and MSc degrees from the University of Dhaka. Also, he obtained his PhD and Post-Graduation in Environment from Yokohama National University, Japan.





**Dr. Cristina Alicia Rodriguez-Acosta**, Inter-Regional Adviser, Public Administration, Division for Public Institutions and Digital Government, United Nations Department of Economic and Social Affairs (UNDESA). She has over 20 years of working experience in strengthening local governance, democratic institutions, and state modernisation at Florida International University (FIU) in Miami, USA. Dr. Rodriguez-Acosta graduated in International Relations and Political Science and obtained her MA in Latin American Affairs from Georgetown University (Washington, DC) and PhD in Public Affairs from FIU.



**Mr. Yuho Hayakawa** is the Chief Representative, JICA Bangladesh with 30 years of experience in Japanese development cooperation. Also worked in different departments of JICA HQs (South East Asia Dept. and Social Development Dept.) and overseas offices in Vietnam and Iraq. He also had the experience of being seconded to the Ministry of Foreign Affairs in Japan.



**Mr. Takeshi Saheki**, a Senior Representative of the JICA Bangladesh Office since Feb 2021 and working as a portfolio manager of the social development sector. He has specialisation in urban planning, water supply, sanitation, and environmental management.



**Mr. Hiroki WATANABE** is a Representative (e-Governance and ICT Sector), JICA Bangladesh Office. He has more than 20-year career in Japanese international cooperation and 17-year working experience in Bangladesh. He specialised in Public Administration, Public Investment Management, and Rural Development.



**Mr. Alimul Hasan** is a Programme Officer and Development Practitioner with an educational background in International Relations and nine years of experience in education, health, gender, Rohingya response, and private sector development. He is experienced in building partnerships and networks with government agencies, civil society, development partners and NGOs.



**Ms. Shelina Khanam** (BCS Administration: 22<sup>nd</sup> Batch) is a Deputy Secretary, Ministry of Public Administration with experience in field administration. She completed her BSS and MSS degrees in Sociology.



**Mr. Md. Anisuzzaman Chowdhury** is a Programme Manager in JICA. He specialised in disaster risks reduction with an overall experience of more than 18 years, comprising 14 years with DPs on development assistance in disaster management, Climate Change, and the natural resource management sector.



**Mr. Suman Das Gupta** is the Lead Program Manager, JICA. Basically a civil engineer with an overall experience of more than 25 years, comprising 16 years with DPs. He is responsible for the transport sector and involved with formulation and implementation of ODA Loan and Technical Cooperation Projects in Bangladesh. Some essential projects of involvement comprise (1) MRT, (2) KMG Bridges, (3) Jamuna Rail Bridge, etc.



**Mr. Mustafa Murshed** (BCS Administration: 24<sup>th</sup> Batch) is a Deputy Secretary, Finance Division with experience in field administration. He completed his graduation and post-graduation in Economics from Shah Jalal University of Science and Technology. Besides, he obtained another MSc in Applied Economics and Data Analysis from the University of Essex (UK). He stood first in the 37<sup>th</sup> Foundation Training Course held in BPATC.



**Mr. Mohammed Jamil Ahmed** (BCS Audit and Accounts: 24<sup>th</sup> Batch) is the Additional Financial Adviser and Chief Accounts and Finance Officer, Bangladesh Railway. A Fulbright scholar of the US State Department, Mr. Ahmed did his graduation in Economics from Shahjalal University of Science and Technology, Master's in Population Studies from the University of Dhaka and Master's in Public Policy and Management from the University of Melbourne (Australia).



**Ms. Ainoon Naher** is a Professor, Anthropology Department, Jahangirnagar University. She completed her MA Jahangirnagar University. Besides, she received an MA in Anthropology with distinction from the University of Sussex (UK) and PhD in Anthropology, magna cum laude, from the South Asian Institute, University of Heidelberg, Germany. She also worked as visiting professor at the University of Zurich, Switzerland, and the University of Halle, Germany.



**Ms. Sanjida Akhter** is an Associate Professor, Department of Women and Gender Studies, University of Dhaka. She served the Department as Chairperson from April 2018 to April 2021. Ms Akhter has 20 years of experience in research and teaching. She completed her BSS and MSS in Sociology from the University of Dhaka. Also, she obtained another Master's degree in International Development from Flinders University, Adelaide, Australia.



**Mr. Sadhan Chandra Sarker** (BCS Fisheries: 25<sup>th</sup> Batch) is a Fisheries Extension Officer. He also worked in the a2i Programme at the Prime Minister's office. He is the innovator of the mobile app 'Fish Advice' or Motsho Poramorsho which has been replicated throughout the country. He achieved the prestigious National Fish Award in 2016.



**Mr. Zahangir Alam** (BCS Administration: 29<sup>th</sup> Batch) is a Senior Assistant Secretary (OSD on Study), Ministry of Public Administration. He was the UNO of Thanchi, Bandarban. He completed his BSc and MSc in Soil, Water and Environment from the University of Dhaka. He obtained another Master's in Global Supply Chain and Logistics Management from the University of Sussex (UK).



**Mr. Ashraful Alam** (BCS Administration: 30<sup>th</sup> Batch) is a Deputy Director, GIU, PMO with experience in field administration. He completed his BBA and MBA in Finance from the University of Dhaka. He obtained another MSc focused on Development Economics and Policy from the University of Manchester (UK).





**Mr. Debasish Kumar Kundu**, PhD, is an Associate Professor in the Department of Sociology at the University of Dhaka. Dr. Kundu obtained his BSS and MSS in Sociology from the University of Dhaka. He completed his doctoral degree at Environmental Policy Group, Wageningen University and Research (WUR), the Netherlands. He was awarded the prestigious Professor Nazmul Karim Gold Medal from the University of Dhaka. Before joining the University, he served as a faculty member at Jagannath University, Dhaka. He authored a good number of international and national publications.



**Mr. Md. Abdul Malek**, (BCS Agriculture) is an Upazilla Agriculture Officer (LR), Department of Agricultural Extension (DAE), Dhaka. Mr. Malek is a PhD fellow of the ICT Division. He completed his Master's from Bangladesh Agricultural University, Mymensingh. He has research interest in the effect of use of multimedia on the performance of agricultural extension workers, impact of climate change on agriculture, etc.



**Mr. Md Ashikuzzaman** is the CEO of Risers Next Learning and Development. Mr. Ashikuzzaman did his MA in English Language Teaching (ELT) from Jahangirnagar University. He has a Postgraduate Diploma in Soft Skills Development certified by EduPro UK and Professional Diploma for Learning and Development certified by STADA, Singapore.



**Mr. Sharif Asif Rahman** (BCS Administration: 34<sup>th</sup> Batch) is an Assistant Director, BCS Administration Academy. He obtained his BSc in Engineering in Electrical and Electronic Engineering from BUET and MSc in Nuclear Engineering from the University of Dhaka. Later, he did his second MSc in Nuclear Science and Technology from the University of Manchester (UK).



**Mr. ASM Riyad Hassan Gourab** (BCS Administration: 34<sup>th</sup> Batch) is the PS to Secretary, Bridge Division. He obtained his BBA and MBA from Jahangirnagar University and his MBA from IBA at the University of Dhaka. Also, he obtained another Master's in Development Studies, Institute of Development Studies from the University of Sussex (UK).

## Sessions Conducted by BPATC Faculties in the 73<sup>rd</sup> FTC



**Ramendra Nath Biswas**, Rector (Secretary to the Government), BPATC.

Mr. Biswas belongs to 9<sup>th</sup> batch of Bangladesh Civil Service (Administration). He joined BPATC as Rector on 2 January 2022. Prior to joining BPATC, Biswas worked as a Member of the Planning Commission, Ministry of Planning. His alma mater includes Dhaka and Birmingham (UK) universities with BSS (Hons) and MSS in Economics, and MSc in Development Economics respectively.



**Abu Momtaz Saaduddin Ahmed**, Member Directing Staff (P&S), BPATC (Additional Secretary). He belongs to the 15<sup>th</sup> batch of Bangladesh Civil Service (Administration). Mr Ahmed holds a BA(Hons) & MA from Dhaka University and MSS in Govt Politics from Asian University. He obtained a post-graduate diploma in Development Studies from the Institute of Development Economics Advanced School (IDEAS), Japan.



**Md. Zakir Hossain**, Member Directing Staff (M & PA) and Member Directing Staff (D&E) (Additional Charge)

Mr. Hossain holds Executive Diploma in Leadership Management from Executive Development Centre, Uttara University, Kedha, Malaysia. Before that, he obtains M.A. in Library & Information Science from the University of Dhaka. He has perceived a lot of professional training at home and abroad. His area of interest is Social Research.



**Dr. Md. Mohoshin Ali**, Member Directing Staff (R&C). He belongs to the 20<sup>th</sup> batch of Bangladesh Civil Service (Administration). Mr Ali obtained Honors and a Masters's in Economics from the University of Dhaka. Doctor of Philosophy in Development Administration from the National Institute of Development Administration (NIDA), Bangkok, Thailand as well. He holds a Master of Public Policy Studies from the National Graduate Institute for Policy Studies (GRIPS), Tokyo, Japan.



**Md. Shaugatul Alam**, Member Directing Staff (P&D). He belongs to the 20<sup>th</sup> batch of Bangladesh Civil Service (Administration). He attained his Bsc (Engineering) in Electrical and Electronics Engineering from BUET. Later he received MBA (Business Administration) from Open University. He has attended a large number of training from home and abroad. His area of interest is Local Government, Cyber Security & Digital Transformation, and Public Procurement.



**Baby Rani Karmakar, MDS**, belongs to the 20<sup>th</sup> batch of BCS (Administration). She obtained her MA in public policy and Management from the University of Melbourne with the Australian Development Scholarship. She has worked at ERD, MoPA, MoC, MoL, BCSAA, field administration, and the Embassy of Bangladesh in Tokyo. She has been engaged with Govt change management project manual development for civil servants with KOICA, a gender mainstreaming project with UNFPA, UNSDCF 2021-26, and coordinated for National Human Development Report 2021 with UNDP, Consumers rights, and competition policy. She has several publications in her credit.



**Mohammad Razibul Islam, Director (Admin)**

He belongs to the 21<sup>st</sup> batch of Bangladesh Civil Service (Administration). He obtained his BSS(Honors) and MSS in Political Science from the University of Rajshahi.



**Md. Siddiqur Rahman, Director (ST & RC)**. He belongs to 22<sup>nd</sup> batch of Bangladesh Civil Service (Administration). He obtained MSS in Economics with BSS (Hons) in Economics from University of Dhaka, and Masters on Public Policy Program from GRIPS, Japan. He has been awarded Public Administration Award in the year 2017 for his outstanding contribution for poverty alleviation.



**M. Arifur Rahman, PhD, Director (Government System)**

Mr Rahman obtained a Doctor of Philosophy in Gender studies from the University of Hull, United Kingdom, as well. MA in Gender and International Development, University of Warwick, Coventry, United Kingdom



**Md. Atikuzzaman, Director (Project) and Director (ET) (Additional Charge)**

Mr Zaman studied Geography and Environment at the Jahangirnagar University of Dhaka. He pursued another Post-Graduation Master of Science degree in Environmental Science and Management from the University of York, the United Kingdom.





**Dr. Md. Zohurul Islam, Director (Research and Development)**

Mr. Islam obtained PhD in International Public Management, School of Management, Asian Institute of Technology (AIT), Thailand as well MA in Human Resource Planning and Development, Indrapastha University, New Delhi, India.



**Dr. B M Benojir Ahmed, Director (Behavioral Science)**

Mr Ahmed obtained MBA in HRM from Central Queensland University in Australia as well MSS in International Relations from Dhaka University



**Rokeya Fahmida, PhD, Director (Public Administration)**

Ms Fahmida obtained PhD and MS in Gender and Development Studies from AIT, Thailand. He did MSS in Economics. She has four publications in the gender-related area.



**Md. Sharif Hasan, Director (LTA)**

Mr Hasan obtained MSc in Management of Strategic Human Resources from the UK. He obtained BSS (Hons) and MSS in Public Administration (DU). He did a Post Graduate Diploma in International Management from IMI, New Delhi, India.



**Md. Abul Basher, Director (Management) and Director (ToT) (Additional Charge)**

Mr Basher obtained M. Sc. in Human Resource Management (HRM) from the University of Bedfordshire, UK, as well M. Sc. in Geography from the University of Dhaka



**Mostak Ahmed**, Director (Evaluation) and Deputy Secretary

He belongs to the 24<sup>th</sup> batch BCS (Taxation). He did Honors for & a Master in Population Sciences (MPS) and Masters in Statistics (MSc) from the University of Dhaka. Mr Ahmed obtained Masters in Public Policy from Crawford School of Economics and Government, Australian National University (ANU).



**Hasan Murtaza Masum**, Director (PPR). He belongs to the 25<sup>th</sup> batch of Bangladesh Civil Service (Administration). Mr Masum obtained a Master of Public Administration in International Development from the University of York, United Kingdom as well Post Graduate Certificate in International Relations, University of Aberdeen, Scotland.



**S M Mehedi Hasan**, Director (IP) and Director (Planning & Development) (Additional Charge). He belongs to the 27<sup>th</sup> batch of Bangladesh Civil Service (Administration). Mr Hasan obtained a Master of Public Policy (Macquarie University, Australia), Master of Arts in Governance & Development (BIGD, Brac University), MA in Applied Linguistics & English Language Teaching ( Dhaka University);



**Dr. Mehedi Masud**, Director (Development)

Mr. Masud obtained PhD in Management from University of Hull, United Kingdom as well MSc in Management of Strategic Human Resources University of Glamorgan, United Kingdom



**Dr. Mohammad Ziaul Islam**, System Analyst

Dr Islam obtained a Doctor of Philosophy (PhD) in Physics from the Faculty of Mathematical and Physical Sciences from the Jahangirnagar University as well Master of Science (M. Sc.) in Telecommunication and Information Systems from the University of Essex, UK. He also completed M.Sc and B.SC (Hon's) in Applied Physics & Electronics from Rajshahi University



**Mohammad Saiful Islam, Programmer**

Mr Islam obtained BSC (Hons) from Jahangirnagar University in Electronics & Computer Science. He has attended a good number of training programs at home and abroad. He is skilled at Computer Programming and Network Management.



**K. M. Abdul Kader, Deputy Director (ST & TOT).** Mr. Kader obtained Masters in Human Resource Planning & Development from Guru Gabind Singh Indraprastha University, Delhi, India as well BSS (Hons), MSS (Public Administration) University of Dhaka.



**Mohammad Rezaul Karim PhD, Deputy Director (GS)**

Mr Karim obtained PhD in Development Administration (Policy Management) from NIDA, Thailand as well MA in Human Resource Management from The University of Leeds, England. He is a career trainer with long training and teaching track records. He used to publish regularly and possesses a huge number of national and international publications. He has been awarded a large number of local and foreign scholarships and fellowships.



**Dr. Md. Mostafizur Rahman, Medical Officer**

Mr Rahman obtained a Master of Public Health from NIPSOM, Mohakhali, under Dhaka University in the year 2008. He obtained an MBBS degree from Dhaka Medical College in the year 1993. He joined BPATC in the year 2000 as Medical Officer (6th Grade). Now he is doing 2nd Master, MS in Biochemistry and Molecular Biology at BUHS, Darus Salam, Mirpur, Dhaka. Meanwhile, he did post graduation Diploma in Medical Ultrasonography from the State University of Bangladesh (SUB), Dhaka.



**Abdullah Al Mamun, Deputy Director (MIS) and Deputy Director (ToT) (Additional Charge)**

Mr Mamun obtained PGD in HRM-2012 from BIAM as well as MSS in Public Administration in 2005-2006 from Dhaka University. He did MSC in Strategic Studies and management from the University of Aberdeen in 2020. He is experienced more than 15 years of experience in diversified like Hospitality Management, Customer Service, Supply-chain. Administration, Pension and Welfare. In BPATC, he joined June 2015 DD and Continuing.





**Dr. Md. Moshiur Rahman**, eputy Director (Project) and Assistant Project Director (Finance),

Mr Rahman obtained PhD from the Institute of Environmental Science, Rajshahi PGD in Disaster Management from the University of Dhaka. Mr Rahman has 15 years of experience in teaching, training and research. He has 18 research articles and five book chapters published at home and abroad due to his credit.



**Md. Motaher Hossain**, Deputy Director (QM) and Assistant Project Director, Enhancement of Training Capacity of BPATC (Additional Charge)

Mr Hossain obtained MBA in HRM from the University of Information Technology & Science (UITS) as well Post Graduate Diploma in Personnel Management from the Bangladesh institute of management (BIM). He obtained his graduation and post-graduation in political studies & Public affairs from Shahjalal University of Science and Technology.



**Md. Mamun-Or-Rashid**, Librarian (Documentation) and Librarian (AVR) (Additional Charge). Mr Rashid is pursuing an MPhil in Information Science and Library Management from the University of Dhaka as well Master's Degree in Information Science and Library Management from Rajshahi University



**Md. Morshed Alom**, PhD., Deputy Director (Research)

Mr. Alom obtained PhD in Development Administration from the National Institute of Development Administration, Bangkok, Thailand, and an MA in Southeast Asian Studies from Chulalongkorn University, Bangkok, Thailand. Before that, he obtained his MSS in International Relations from the University of Dhaka. He has attended a number of training at home and abroad. He has already authored a good number of publications in reputed international journals. His area of interest is transparency and accountability, organization and management, public policy, globalization, and regional cooperation.



**Abu Naser Mohammad Sajidul Ahsan**, Deputy Director (Publication)

Mr. Ahsan obtained MSc in International Tourism Management from University of Bedfordshire, UK as well MSS in Government and Politics from Jahangirnagar Universtiy, Bangladesh



**Jakia Sultana**, Deputy Director (Evaluation-2)

Ms Sultana obtained MSc in Strategic Studies and Management from the University of Aberdeen. Before that, she obtained her BSc (Hons) and MSc in Economics from Jahangirnagar University.



**Nasrin Akter**, Deputy Director (Project Management)

Ms. Akter obtained MSc in Sustainability: Climate Change and the Green Economy, Degree Classification: Merit Dept. of Geography & Environment, University of Dundee, Scotland



**Shamima Shormin**, Deputy Director (Evaluation-1).

She belongs to the 30<sup>th</sup> batch of BCS (Administration). Ms Shormin did her BSc (Hons) and MSc in physics with distinction from Shahjalal University of Science and Technology (SUST).



**Khatune Jannath**, Deputy Director (Administration). She belongs to the 30<sup>th</sup> batch of BCS Administration Cadre. She obtained his bachelor in Government and Politics from Asian University of Bangladesh. She obtained her Master's in Development Studies from North Western University, Khulna.



**Farjana Afrose**, Deputy Director (Sports)

Ms Afrose obtained her Master of Physical Education from Uttara University. Before that she obtained Bachelor of Physical Education and Bachelor of Arts from National University, Bangladesh. Her area of interest is Physical Education. She has attended a number training in home and aboard.



**Shamim Adnan**, Director (International Programme)

Mr. Adnan obtained his BSS (Hons) and MSS in Public Administration from the University of Chittagong. He also obtained MSc in Social Research Methods from the University of Dundee, UK. His area of interest is Youth Development and Training in Public Sectors.



**Md. Masud Ahmed**, Deputy Director (RC) and Deputy Director (ET) (Additional Charge)

Mr. Ahmed obtained MA in International Development with distinction from the University of Essex, UK. Before that, he received his BSS (Hons) and MSS in Economics from the University of Dhaka. His area of interest is Development Economics, Poverty and Inequality, Governance and Development, and Public Procurement Management. He has several publications to his credit.



**Shamim Hosen**, Deputy Director (Development)

Mr. Hosen obtained a Master of Science (MSc) in International Relations from the University of Aberdeen, United Kingdom. Before that, Mr Hossain obtained his BSS (Hons) and MSS in Political Science from the University of Dhaka. He has authored and co-authored a good number of publications.



**Afia Rahman Mukta**, Senior Research Officer

Ms Mukta obtained MSc in Environmental Science from Wageningen University, Netherlands. Her service length in BPATC is more than 17 years. She attended various courses on curriculum development and leadership in public service. She has a good number of publications in her authorship.



**Mohammad Mamun**, Senior Research Officer

Mr. Mamun completed a Master of Public Policy from the National Graduate Institute for Policy Studies (GRIPS), Japan. Before that, he received his BSS (Hons) and MSS in Sociology from the University of Dhaka. He has worked as Research Associate/ Joint Research Project Director for many research projects. He also authored and co-authored a good number of articles.





**Tanjur Ahmed Joarder**, Assistant Programmer

Mr. Joarder completed his B.Sc in Computer Science from the University of Madras, Chennai, India. He has received a number of professional training at home and aboard. He was associated with several research projects.



**Mohammad Altab Hossain**, Assistant Programmer

Mr. Hossain completed his M.Sc in Computer Science from Jahangirnagar University. He has received several professional training at home and aboard. His area of interest is Software Development, Web Administration and Development, and Database Administrator & Database Development.



**Rabiul Alam Lokman**, Research Officer

Mr. Lokman received MSc in Social Research Methods from the University of Dundee, UK. He obtained BSS & MSS from Jahangirnagar University in Archaeology. MBA from AIUB, Major in Operations Management. He has several publications to his credit.



**Mohammad Masum Rahman**, Assistant Programmer

Mr. Rahman has obtained BSS and MSS in Political Science from National University, Bangladesh. He has completed his M.Sc in Computer Science from Jahangirnagar University. He also accomplished PGD in IT from Jahangirnagar University and Diploma in Software Management from APTECH.



**Md. Rustom Rabbani**, Assistant Programmer

Mr. Rabbani has obtained BSS and MSS in Political Science from National University, Bangladesh. He has completed PGD in IT from Rajshahi University.



**Md. Nazim Uddin**, Assistant Director, RPATC, Dhaka

Mr. Nazim obtained BSS (Hons) and MSS in Political Science from the University of Dhaka. He has attended a number of training courses in the country. His area of interest is Local Government, Public Policy, and Project Management.



**Mohammad Mozaherul Islam**, Assistant Director (ToT) and Assistant Director (RC) (Additional Charge)

Mr. Islam has obtained BSS(Hons) and MSS in Anthropology from Shahjalal University of Science & Technology (SUST). Before joining this institute, he worked as a Research Officer at ICDDR'B for five years. He has attended a number of training courses in the country. He was associated with several research projects and co-authored some articles.



**Razib Mia**, Evaluation Officer

Mr. Mia obtained BSS (Hons) and MSS in Mass Communication & Journalism from the University of Dhaka. Before joining BPATC, he worked as a sub-editor for a reputed national daily. He has attended a number of training courses in the country. His area of interest is Communication, Media Management, and Public Relations.

## Annexe-4

### Published Articles and Authors

1. Service Outsourcing Trend in the Government Sector of Bangladesh: A performance-based service quality assessment on Public Works Department  
Al-Razi Abdullah
2. Quality Education & Use of Smartphones among School Students: A case study on selected institutions of Raninagar Upazilla in Naogaon District.  
Al Amin
3. Food Consumption Pattern in Rural Areas of Bangladesh  
Shib Sankar Basak
4. Job Satisfaction of Newly Recruited Civil Servants of Bangladesh  
Md Tazul Islam, Lokman Rabiul Alam
5. Impact of Social Safety Net Program: A Case Study of Kadirpur Union of Shibchar Upazila, Madaripur District  
Shabrina Sharmin
6. Gender Bias in Bangladesh Civil Service: A Case Study from 12 Different Cadres  
Tasnia Nasir
7. Impact on Livelihoods of Women's Engagement in Agriculture in Bangladesh: A Social Research Approach  
Subrato Roy
8. Social Sustainability of Large-Scale Solar Power Implementation in Bangladesh: A Case Study of Tetulia Solar Park of Panchagarh  
Shafwat Nazifia
9. Antibiotic Usages and Management Practices in Selected Layer Farms of Kamarkhanda Upazila of Sirajganj District  
Md. Farhad Choudhury
10. Online Schooling versus Offline Schooling An Effectiveness Assessment  
Md. Shaon Shahariar
11. Employees' Views on the Use of Social Media Platforms at Work  
Uchhas Paul
12. Youth of Bangladesh: Readyng them Demographic Dividend  
Md. Ibrahim Khalil, Rabiul Alam Lokman
13. Continuation of Virtual Meetings to Combat Climate Change and Reduce Time, Cost, and Visit: Prospects and Challenges in the Government Offices in Bangladesh  
Dolly Sabiha Sultanain
14. Awareness and Practice of Road Safety Measures of Pedestrians in Bangladesh  
Nargis Akrami Lira
15. Preservation of High-Quality Rice Seeds at Farmer's Level Ensuring Sustainable Food Production:A Case from Bangladesh's Southern Region  
Shafiullah S. M. Alamgir
16. Mental Health Condition of Veterinary Practitioners in Bangladesh  
Begum Farzana
17. Challenges and possibilities in consumers' views of organic foods in Rajshahi  
Jawad Muthmain
18. Socio-demographic Patterns, Behavioural Patterns, and Predominant Causes of Smoking Tobacco among Construction Workers: A Case Study of Savar, Dhaka, Bangladesh.  
Sarkar Muhammad Sakib
19. Covid-19 Effects On Dairy Farmer's Livelihoods  
Shariful Islam





## Annexe-5

### List of the Books Reviewed

Name of The Books	Authors
In Quest of Freedom: the War of 1971	Maj Gen Ian Cardozo
Speeches delivered home and abroad	Rahamn, Aminur
Adversities of development	Rahman, Khondker Neaz.
Roots and migration	Khan, Mostafizur Rahman.
Blue economy	Dilruba Chawdhury
Disasters, gender and access to healthcare	Rezwana, Nahid,
Robert Frost	Mohanta, Gauranga
Structural adjustment, employment and workers	Rahman, Masihur.
Leisure and feminist theory	Wearing, Betsy.
Corporate crime, law, and social control	Simpson, Sally S.
Strengthening local government in Bangladesh	Samiul Islam, Mohammad,
Governance in South, Southeast, and East Asia	Ishtiaq Jamil
Social justice and human development	Noor Abdun.
The public and the private issues of democratic citizenship	Gurpreet Mahajan
Communication planning	Ferguson, Sherry Devereaux.
NGOs, social capital and community empowerment in Bangladesh	Islam, Rezaul M.
Social entrepreneurship for the 21st century	Keohane, Georgia Levenson
A History of Bangladesh	Schendel, Willem Van
The guerillas of Dhaka in 1971	Rahman, Towficur.
Justice through punishment	Hudson, Barbara,
China	Tan, Chung,
Training for change	Bishop, Sue,
Governance in South Asia	K.S. Chalam.
Democratic governance and decentralised planning	Datta, Prabhat Kumar
The NVQ and GNVQ assessor handbook	Ollin, Ros.
Land-water management and sustainability in Bangladesh	Datta, Ranjan
Urban governance and development	Datta, Prabhat Kumar
The international migration of women	Andrew R. Morrison
The Chronicles of 1971	Haroonuzzaman
Capacity Realization and Productivity Growth in a Developing Country	Salim, Ruhul A.
Transfer of knowledge in economic decision making	Daniel John Zizzo.
Global Champions of Sustainable Development	Flynn, Patricia M
Women, religion, and the body in South Asia	Hanssen, Kristin
Seeing the end of poverty?	Jansen, Eirik G.,
Body language : how to read other's thoughts by their gestures	Allan Pease
Sustainable development in Bangladesh	Mozumder, Prof, Dr. M. Abul Kashem
Reasserting the public in public services	M Ramesh;

Name of The Books	Authors
Discovery of Bangladesh	Khan, Akbar Ali,
Civil service management in Bangladesh	Shawkat Ali, A. M. M.
Women and domestic violence in Bangladesh	Ashrafun, Laila.
Governance, conflict and development in South Asia	Siri Hettige
Uncertain tomorrows	Rashid, Syeda Rozana,
Gender, Nationalism, and Genocide in Bangladesh	Rashid, Azra
Energy Challenges and Phulbari Crisis	Philip Gain
Land rights, biodiversity conservation and justice	Sharlene Mollett
Governance and the governed	Azrar Ahmad
Sustainable development	Browne, Stephen
Journey to silence	Sobhan,Ajmal
Reclaiming development	Chang, Ha-Joon.
Overcoming fuzzy governance in Bangladesh	Barenstein, Jorge.
Planning monitoring and evaluation in Bangladesh	Banu,Nasim
Women and domestic violence in Bangladesh	Ashrafun, Laila.
Narratives of Bangladesh	Hasan, Muhashar
Rising from the ashes	Akhtar, Shaheen
Bangabandhu Sheikh Mujib	Huq, Obaidul.
Bangabandhu Bengali Nationalism and Liberation	Md.Shairul Mashreque
Public policy analysis	Mozumder,M.Abul Kashem
Disciplining birth	Afsana, Kaosar.
Zero-waste	Zaman, Atiq,
The first 2 hours	McGeorge,Donna
Living in tears	Hasina, Sheikh
Myanmar refugees in Bangladesh	Khan, Mohammad Ali,
Bangladesh at war	Saphiullah, Ke. Ema.
People and democracy	Sekha Hasina
Advancing gender equality in Bangladesh	Rieky Stuart
The whole brain leader	Jonsson, Ingvar.
Forest conservation in protected areas of Bangladesh	Mohammad Shaheed Hossain
Governmentality and counter-hegemony in Bangladesh	Alam, S. M. Shamsul.
The fourth industrial revolution	Schwab, Klaus
South Asia Migration Report 2020	S. Irudaya Rajan
Migration, environment and climate change	Frank Laczko
How to really manage inventories	Mather, Hal.
The power of data storytelling	Vora, Sejal,
The new art of the leader	Cohen, William A.,
Leaders don't command	Cuervo, Jorge,

Name of The Books	Authors
Leading consciously	Chatterjee, Debashis.
Evolving leadership for collective wellbeing	Seana Lowe Steffen
Understanding Soviet politics through literature	Martin Crouch
An essay book of national importance	Chowdhury, Nuruzzaman
Grace under pressure	Wentz, Lisa
Song of our swampland	Islam, Manzu
Dawn of the waning moon	Rahman, Jharna
Social and gender analysis in natural resource management	Ronnie Vernooy
The environmental sustainable development goals in Bangladesh	Samiya A. Selim
Water, electricity, and the poor	Kristin Komives
The public relations	Theaker, Alison
Biodiversity and conservation	Jeffries, Mike J
Globalization and national financial systems	James Hanson
The IMF and economic development	Vreeland, James Raymond,
Managed chaos	Jha, Prem Shankar.
The Arab Gulf economy in a turbulent age	Beblawi, Hazem,
Economy of Bangladesh	Muhith, Abul Maal A
Storming the tower	Suzanne Stiver Lie
Curriculum development	Kalaiyaran, G.,
The managerial state	Clarke, John.
Gender, symbolism and organizational cultures	Gherardi, Silvia.
Family life and socio-economic problems of the aged	Vijaya Kumar, S.,
Seeing the end of poverty?	Jansen, Eirik G.,
Leadership under pressure	Stewart, Colonel Bob
Body language	Pease, Allan
Food Security and Risk Reduction in Bangladesh	Umma Habiba
The power of 360 degree feedback	Venkateswara Rao, T.
Bangladesh	Mascarenhas, Anthony,
Witness to surrender	Siddik Salik
The elemental workplace	Usher, Neil
India, Mujibur Rahman, Bangladesh liberation & Pakistan	Banerjee, Sashanka
Surrender at Dacca: . Author	Jacob, JFR
Joi Bangla	Mamoon, Muntassir
Climate change perspective	Mozumder, Prof. Dr. M. Abul Kashem
Sustainable development in Bangladesh	Mozumder, Prof. Dr. M. Abul Kashem
Knowledge Governance	Kattel, Rainer
Going digital	Karim, Habibullah N.
Introduction to sustainable development	Ossewaarde, Martin j.



Name of The Books	Authors
Governing through goals	Norichika Kanie
Financing governmental decentralization	Larry Schroeder
What is political theory?	Stephen K. White
A practical guide for policy analysis	Bardach, Eugene.
Diverse perspectives on governance in Asia	Huque,Ahmed Shafiqul
My father my Bangladesh	Hasina, Sheikh
Bird on fire	Ross, Andrew,
The second machine age	Brynjolfsson,Erik
Climate Environmental Hazards and Migration in Bangladesh	Martin,Max
Essential negotiation	Kennedy, Gavin.
The Bengal delta	Iqbal, Iftekhar;
Terrorism	Lutz, James M.
Women and climate change in Bangladesh	Alston, Margaret.
The feminist reader	Catherine Belsey
I am Malala	Yousafzai, Malala
In memory of Akhter Hameed Khan	Mohammed Mir Kashem
The internet of things	Greengard, Samuel.
Essential negotiation	Kennedy, Gavin.
Knowledge management : advanced researches	May Sanders
Five superpowers for co-creators	Muff, Katrin
Japan and the emergence of Bangladesh	Biswas, Sukumar.
Negotiating techniques in international commercial contracts	Chatterjee, C.
Managing change for better public service delivery	M Aslam Alam
Introduction to sustainable development	Ossewaarde, Martin j.
The role of religion in modern societies	Detlef Pollack
Studying public policy	Howlett, Michael,
Development agenda and donor influence in South Asia	Rahman, Mohammad Mizanur.
Public policy analysis	Mozumder,M.Abul Kashem
The quest for vision 2021	Hasina, Sheikh.
Is your child safe online?	Whitby, Pamela.
Good night	Ahmed, K. Anis
Blue book of the law of success	Hill, Napoleon,
Reclaiming development	Chang, Ha-Joon.
Our moon has blood clots	Pandita, Rahul
Public management and administration	Hughes, Owen E.
Gender equality and sustainable development	Melissa Leach
The Awami League, 1949-1971	Ghosh, Shyamali.
Bangladesh	Brammer, Hugh

Name of The Books	Authors
State failure, underdevelopment, and foreign intervention in Haiti	Gros, Jean-Germain,
Start with why : how great leaders inspire everyone to take action	Sinek, Simon
Ministries of education in small states	Mark Bray
The best techniques for managing managers	Snape, ED.
Liberalisation and human resource management	Monappa, Arun.
Evolving leadership for collective wellbeing	Seana Lowe Steffen
Environmental policy	Roberts, Jane,
Sources close to the Prime Minister	Cockerell, Michael.
Developing the leader within you	Maxwell, John C
Mentoring 2.0	Guptan, Sunil Unny,
South Asia in the WTO	Saman Kelegama
Resilience in action	Samiya Ahmed Selim
Translation studies	
Participation in forestry	Chowdhury, Saber Ahmed.
The synergy of microfinance	Nayak, Binod B.
Public intellectuals and partisanship in Bangladesh	Parvin, Nelofar.
People's practices	Huq, Hamidul,
Transcending boundaries	Siddiqui, Tasneem.
The parliament of Bangladesh	Ahmed,Nizam
Innovation in the public sector	
NGO and development	Motinur Rahman, A. K. M.
75 people who changed the world	
Water policy and governance in south asia	Hossen,M.Anwar.
Development of renewable energy in Bangladesh	Alauddin,Mohammad
Microcredit management in bangladesh	Ali, Mohd. Sher
Public Sector Reforms in Developing Countries	Conteh, Charles
Democracy, governance, and security reforms	
State language movement in East Bengal, 1947-1956	Muhith, A. M. A.,
Happiness at work	Anand, Rajaganesan,
Coal Bangladesh	Hossain, Md Mosaharraf
A simple solution	Chowdhury, A. M. Raza.
Power	Drummond, Helga
Wake up and smell the coffee!	
Research Methodology	Panda, Pratap Kumar
Accountability in public management and administration in Bangladesh	Younis, Talib.
Women, veiling and politics	
Gendered lives, livelihood and transformation	
Startup kingdom	Uggaman, Anis

Name of The Books	Authors
Sustainable	Deweese, Tom
Days of my bleeding heart	Shafi, Begum Mushtari
Governance in South Asia	
Cultural of Adivasis in Bangladesh	Philip Gain
Round the clock : how a 24x7 digital marketplace is transforming business	Titus, Ray
Performance management in the public sector	Dooren, Wouter van;
Water policy and governance in south asia	Hossen,M.Anwar.
Research in public administration	Rao, K. Jagannatha
Development & growth economics	Rahman, M. Akhlaqur,
Child labour	Mishra, Hemant
An inclusive democracy for a just society L	Sobhan, Rehman
The healthy organization	Newell, Susan.
Life is beautiful	Hossain, Selina
Thinking about development	Hettne, Björn
Bureaucracy in Bangladesh	Khan, Mohammad Mohabbat,
Leadership	Brich,Paul
Local governance in Bangladesh	Siddiqui, Kamal.
The economic development of Bangladesh in the Asian century	Quamrul Alam
Progress in the fight against corruption in Asia and the Pacific	Asian Development Bank



## Annexe-6

### Merit List

#### Merit Positions of 73<sup>rd</sup> Foundation Training Course (Top 20%)

SL	Roll	Participant	Marks Obtained	%	Grade	Position
1	114	Sk. Raihan Akbar	843.70	84.37	A	1
2	611	Jubaida Ferdous	840.35	84.04	A	2
3	414	Abdullah Al-Razi	834.82	83.48	A	3
4	617	Md. Midul Hossain	833.20	83.32	A	4
5	417	Md. oli-ur-rahaman	832.30	83.23	A	5
6	429	Md. Inun Nishat Khan	827.67	82.77	A	6
7	601	Mumtahina Prethula	824.72	82.47	A	7
8	203	Md. Juwel Shikdar	824.72	82.47	A	8
9	123	Muthmain Jawad	823.22	82.32	A	9
10	631	Md. Shaon Shahariar	822.66	82.27	A	10
11	720	Asmaul Husna	822.50	82.25	A	11
12	526	Mir Rakibul Islam	820.42	82.04	A	12
13	228	Md. Ashikur Rahman	818.90	81.89	A	13
14	1044	Abir Rahman Swapnil	816.37	81.64	A	14
15	312	Md. Sojib Hossain	815.37	81.54	A	15
16	709	Rabita Binte Hannan	815.00	81.50	A	16
17	923	Md. Mosharaf Hossain Bhuiyan	814.50	81.45	A	17
18	1118	Md. Nazmul Haque	813.99	81.40	A	18
19	612	Aninda Avi	813.45	81.35	A	19
20	105	Muhammad Sakib Sarkar	813.05	81.31	A	20
21	738	Morioum Begum Shorna	812.50	81.25	A	21
22	727	Md. Alraji Leon	812.00	81.20	A	22
23	803	S.M. Alamgir Saifullah	811.75	81.18	A	23
24	315	Shah Alam	811.72	81.17	A	24
25	1011	MD. Barkat Ullah	811.50	81.15	A	25
26	618	Shahedul Islam	811.40	81.14	A	26
27	737	Md. Razib	810.50	81.05	A	27
28	831	Bijoy Basak	810.00	81.00	A	28
29	117	Tasnia Nasir	809.79	80.98	A	29
30	428	Md. Ashraful Islam	809.44	80.94	A	30
31	133	Md Apel Mahmud	809.08	80.91	A	31
32	101	Most. Mousumi Akter	808.50	80.85	A	32
33	715	Md. Sajib Al Hassan	808.50	80.85	A	33
34	413	Sabiha Sultana Dolly	808.47	80.85	A	34
35	227	Saurav Deb Nath	808.09	80.81	A	35
36	115	T. M. Rajimul Alim Raju	807.91	80.79	A	36
37	713	Arjun Deb Nath	807.50	80.75	A	37

SL	Roll	Participant	Marks Obtained	%	Grade	Position
38	204	Kaji Romjan Ali	807.40	80.74	A	38
39	607	Mofizul Islam	806.29	80.63	A	39
40	907	Sumit Roy	806.00	80.60	A	40
41	504	Syeda Israt Jahan	805.82	80.58	A	41
42	935	Kapil Dev Basak	805.00	80.50	A	42
43	528	Md. Shahiduzzaman Sharker	804.87	80.49	A	43
44	614	Md. Sadakul Islam Khan	804.45	80.44	A	44
45	1112	Md. Sazzadur Rahman	804.29	80.43	A	45
46	1032	Aditi Saha	804.26	80.43	A	46
47	229	Nadia Akhter	804.04	80.40	A	47
48	224	Md. Mahmudul Hasan	803.64	80.36	A	48
49	318	Shoylen Kumar Pal	803.46	80.35	A	49
50	924	Asaduzzaman	802.75	80.27	A	50
51	706	Sabrina Amin	802.75	80.27	A	51
52	701	Iqbal Hossain	802.50	80.25	A	52
53	826	MD. Risalat Ahmed	802.50	80.25	A	53
54	808	Al Amin	802.25	80.23	A	54
55	1135	Sumiya Ahmed	801.40	80.14	A	55
56	431	Shafwat Nazifa	800.87	80.09	A	56
57	824	A. K. M. Saleh Ikram	800.50	80.05	A	57
58	623	Ahatamul Hassan Sefath	800.17	80.02	A	58
59	520	Md. Nasib Ahmed Khan	800.07	80.01	A	59
60	120	Md. Ibrahim Kholil	798.82	79.88	B+	60
61	1145	Himadri deb	798.49	79.85	B+	61
62	838	Niloy Saha	798.15	79.82	B+	62
63	1146	Nargis Akrami Lira	798.00	79.80	B+	63
64	707	Md.Ariful Haque	798.00	79.80	B+	64
65	418	Md. Nazmul Islam	797.75	79.77	B+	65
66	310	Md. Saiful Islam Sazal	797.35	79.74	B+	66
67	609	Himel Hossain	797.35	79.74	B+	66
68	816	Mohammad Rashid Arif	797.25	79.72	B+	67
69	432	Masuma Aktar Kona	797.22	79.72	B+	68
70	118	Md. Rubaiyat Hossain	797.17	79.72	B+	69
71	519	Md. Mamunur Rahman	797.12	79.71	B+	70
72	102	B.M. Shahnewaz Abdullah	796.97	79.70	B+	71
73	1035	Md. Tofazzal Hossian Fahim	796.87	79.69	B+	72
74	509	Ashrafun Sayma	796.87	79.69	B+	73
75	821	Md. Ariful Islam	796.75	79.68	B+	74
76	508	Md. Abul Kalam Azad	796.60	79.66	B+	75
77	724	Farjana Akhter	796.50	79.65	B+	76

SL	Roll	Participant	Marks Obtained	%	Grade	Position
78	806	Naznin Sultana	795.50	79.55	B+	77
78	806	Naznin Sultana	795.50	79.55	B+	77
79	605	Tarun Roy	795.12	79.51	B+	78
80	913	Md.Ibrahim Bhuyian Bappi	795.00	79.50	B+	79
81	535	Anuz Chanda	794.72	79.47	B+	80
82	610	Md. Tariqul Hassan	794.62	79.46	B+	81
83	205	Ummay Habiba Siddiqua	794.35	79.44	B+	82
84	721	Halima Sarder	794.00	79.40	B+	83
85	308	Siddhartha Sarkar	793.40	79.34	B+	84
86	302	Debashish Das	793.07	79.31	B+	85
87	522	Md. Tawhidur Rahman Milon	792.99	79.30	B+	86
88	515	Mst.Sharmin Akter	792.85	79.29	B+	87
89	321	Atahar Shakil	792.60	79.26	B+	88
90	430	Saiful Islam khan	792.07	79.21	B+	89
91	927	Md. Mizbah-Ul-Alam	791.75	79.18	B+	90
92	422	Md. Eklachur Rahman	791.52	79.15	B+	91
93	435	Farzana Yeasmin	791.37	79.14	B+	92





# Annexe-7

## Photo Gallery

### Rector's Tea





## Academic Sessions





## Cultural Programmes





## PT and Sports





## Study Tours and Visits





## Annexe-8

### List of Participants

#### 73<sup>rd</sup> Foundation Training Course

#### Bangladesh Public Administration Training Centre

Savar, Dhaka

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124	Prasanta Dey	01794086742	Dormitory-3 (Shapla)	507	dip690@gmail.com
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133	MD APEL MAHMUD	01912620572	Dormitory-3 (Shapla)	709	royaleee08@gmail.com
134	MST. AFRINA PARVIN	01723596588	Dormitory-2 (Tomal)	401	afrinabau5@gmail.com
135	REZOANA SULTANA	01673188407	Dormitory-2 (Tomal)	509	shornasau@gmail.com
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210	Shamima Sultana	01617022864	Dormitory-2 (Tomal)	305	shamimaeva11@gmail.com
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240	Golam Morsed	01744981591	Dormitory-3 (Shapla)	601	gm.ruet10@gmail.com
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308	SIDDHARTHA SARKAR	01749851847	Dormitory-3 (Shapla)	205	sksarkar199@gmail
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505	Abdullah-Al-Mahbub	01914814753	Dormitory-3 (Shapla)	203	mahbubbau101@gmail.com
506	FARHAD JAMAN	01628073722	Dormitory-3 (Shapla)	206	galijaman38@gmail.com
507	NURNAHAR	01737496961	Dormitory-2 (Tomal)	304	nurnaharnury7046@gmail.com
508	Md. Abul Kalam Azad	01742016120	Dormitory-3 (Shapla)	209	aka.pwd@gmail.com
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511	KHORRUM AHAMAD	01515215640	Dormitory-3 (Shapla)	801	khorrumce09@gmail.com
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515	Mst.Sharmin Akter	01740749787	Dormitory-2 (Tomal)	310	dvmborna@gmail.com
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517	SHAHIN MAHMUD	01719744806	Dormitory-3 (Shapla)	409	shahindvm38@gmail.com
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520	Md. Nasib Ahmed Khan	01738036185	Dormitory-3 (Shapla)	505	nasibbau328@gmail.com
521	Roushanara Akter	01745115335	Dormitory -4 (Chameli)	309	roushanbau@gmail.com
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523	Md. Mostafizur Rahman	01834558117	Dormitory-3 (Shapla)	602	nayanmostafiz1994@gmail.com
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525	Md- Faruque Mia	01303055718	Dormitory-3 (Shapla)	508	farukru23@gmail.com
526	Mir Rakibul Islam	01712555896	Dormitory-3 (Shapla)	610	mirrakibulislam.120@gmail.com
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532	SHAHADATH HOSSAIN	01718305090	Dormitory-3 (Shapla)	201	shahadath.dae@gmail.com
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534	MD. SHAHIDUZZAMAN SHARKER	01912060653	Dormitory-3 (Shapla)	708	uccshas@gmail.com
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