

**Capacity Building  
for  
Effective Public Service Delivery:  
Role of BPATC**

## Providing Public Service is an Obligation for Public/Civil servants:

21(2) Every person in the service of the Republic has a duty to strive at all times to serve the people.

-The Bangladesh Constitution

### ২৫। নির্ধারিত সময়ে সরকারি সেবা প্রদান-

- (১) কোনো ব্যক্তি, সরকারি কোনো কার্য বা সেবা প্রাপ্তির জন্য আবেদন বা অনুরোধ করিলে, আপাতত বলবৎ সংশ্লিষ্ট আইনের বিধান ও সরকারি আদেশ সাপেক্ষে, নির্ধারিত সময়ের মধ্যে অথবা যে ক্ষেত্রে সময়সীমা নির্ধারিত নাই সেই ক্ষেত্রে যুক্তিসঙ্গত সময়ের মধ্যে, প্রার্থিত সেবা সরবরাহ বা অনুরূপ আবেদন নিষ্পত্তি করিতে হইবে।
- (২) যে ক্ষেত্রে অনুরূপ কোনো আবেদন বা অনুরোধ যুক্তিসঙ্গত কোনো কারণে, প্রাত্যাখ্যান বা না-মঞ্জুর করা হয় অথবা নির্ধারিত বা যুক্তিসঙ্গত সময়ে সরবরাহ নিষ্পত্তি করা না যায়, সেই ক্ষেত্রে উহার কারণ সেবা প্রার্থী ব্যক্তিকে অবহিত করিতে হইবে।

(৩) কোনো কর্মচারী ইচ্ছাকৃত ও আত্মসমগতভাবে এই ধারার বিধান লংঘন করিলে উহা<sup>২</sup>

# Effective Public Service Delivery Strategy

## Effective Public Service Delivery: Strategies

Case- Use of ICT/Digitisation in service delivery

1. Capacity Building

2. Digital Transformation

3. Citizen-Centric Approach

4. Performance Monitoring

5. Decentralisation

6. Inclusive service design

7. Use of Data and Evidence in Decision-Making

Capacity Building-the process of enhancing the abilities of individuals, institutions, and systems to perform functions, solve problems, and achieve desired results

BETTER RESULTS FOR CITIZENS

# FROM THIRD WORLD TO FIRST

THE SINGAPORE STORY: 1965-2000



*Memories of Lee Kuan Yew*

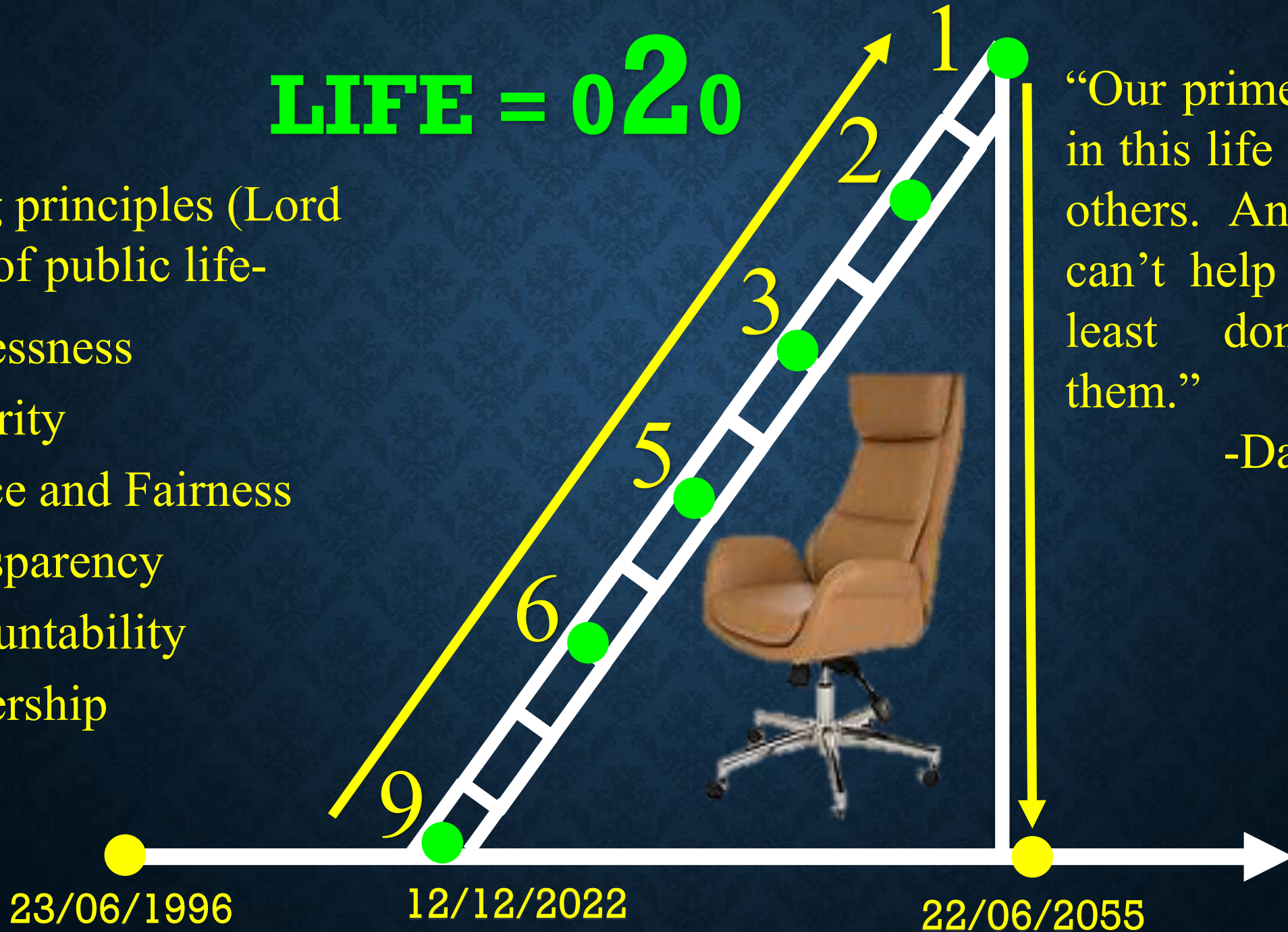
## Public/Civil servants: Role

.....The single decisive factor that made for Singapore's development was the **ability of its ministers** and the **high quality of the civil servants** who supported them .

# LIFE = 020

Guiding principles (Lord Nolan) of public life-

- a) Selflessness
- b) Integrity
- c) Justice and Fairness
- d) Transparency
- e) Accountability
- f) Leadership

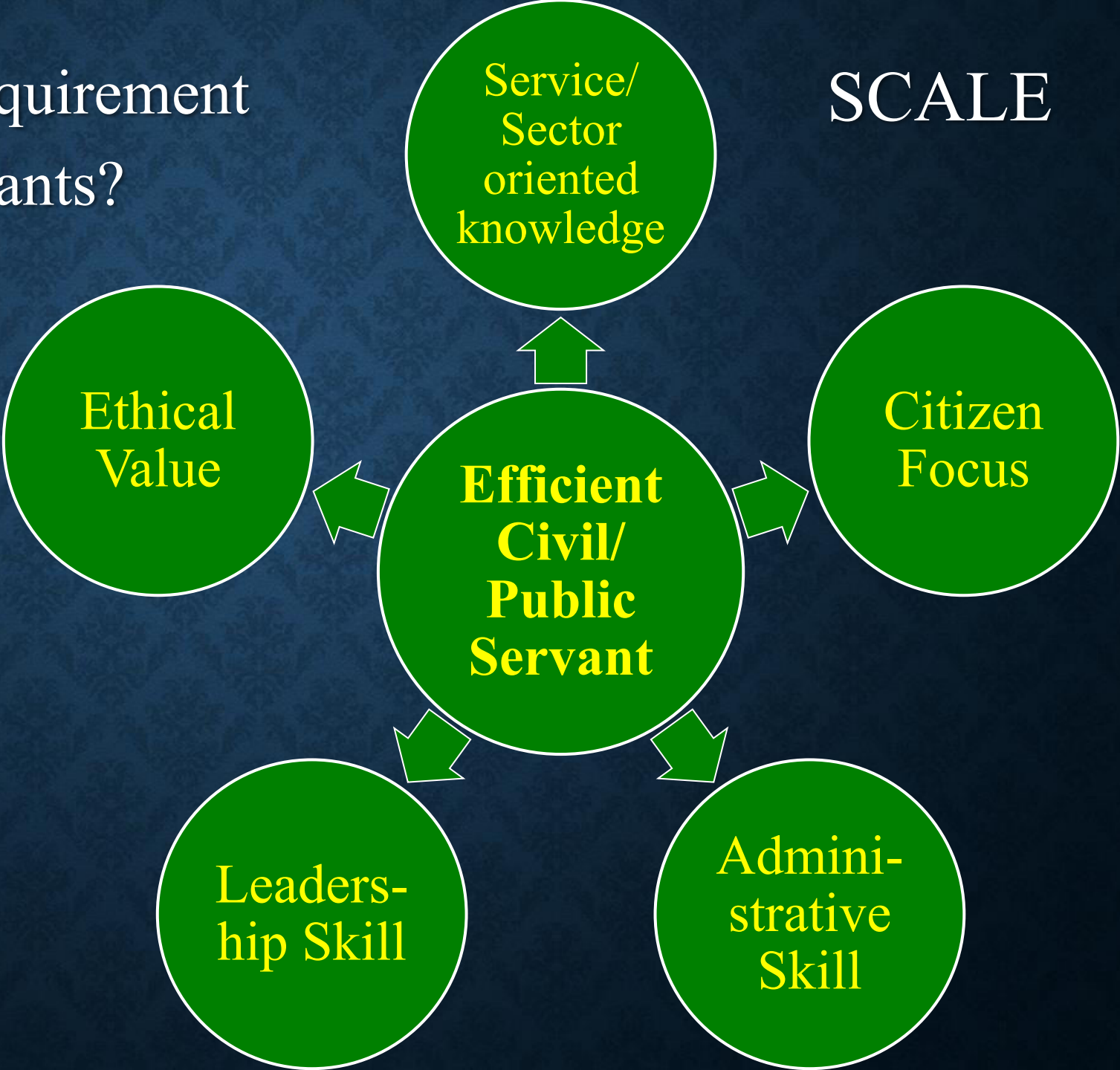


“Our prime purpose in this life is to help others. And if you can’t help them, at least don’t hurt them.”

-Dalai Lama

# Capacity/Competency Requirement for Public/Civil Servants?

SCALE



# Civil Service Capacity development in Bangladesh

Committee on the Training of Civil Servants in the UK “How civil servants should be trained?”  
-Sir Ralph Assheton, 1944

- ❖ Training is a continuous government Responsibility-Departmental Training
- ❖ Civil servants should undergo structured training.
- ❖ Public service requires public connection. Training should instill the right attitude towards serving the public.
- ❖ Government structure, Economics and economic Planning, public finance, social policy social and industrial conditions.
- ❖ Administrative Procedure, Analytical Skill, Decision-making, Drafting, Note writing, Communication, File management, Policy implementation.

# Civil service Capacity development in Bangladesh

Government updated national training policy with the philosophy that ‘a skilled, efficient, citizen-focused, ethical and future-ready civil service is crucial for achieving national development goals and delivering quality public services.’

- Public service officials are arranged at different sectors and levels with different responsibilities that require different knowledge and skills.
- Rank and Responsibility-Based Training;
- Research and international collaboration;
- Integration of Overseas Training and higher education
  - ? Align training results with career progression (PARC, 2025)

# Public Administration Training and Higher Education Policy, 2023

## Key Objectives:

- ❖ Build an effective and innovative, accountable and transparent, honest and committed public service capable of delivering cost-effective services to people.
- ❖ Enhance capacity to analyse, develop and implement national policies, plans and programmes.
- ❖ Provide public servants with required knowledge and skills for effective utilisation of their potential and contribution to sustainable growth and development.
- ❖ Encourage public servants to develop a progressive mindset that helps them act as facilitators, leaders and agents of change in their official duties.
- ❖ Promote understanding of how social, economic and political contexts are interconnected and how government decisions influence the country's socio-economic system.

# Public Administration Training and Higher Education Policy, 2023

## Key Strategies:

- ❖ Enhance infrastructure, institutional capacity and faculty expertise and develop a required number of competent trainers.
- ❖ Regularly review the training curricula and performance of training institutions and update training contents in line with the training needs of public servants.
- ❖ Expand training and higher education opportunities to develop sector specific knowledge and skills of public servants.
- ❖ Establish BPATC as a 'Centre of Excellence' and apex training and research centre in public administration which will provide consultancy services to the government and which will have effective linkages and partnerships with reputed institutions.
- ❖ Establish at least one separate dedicated training wing/branch in each ministry for integrating training and human resource development activities.

# Public Administration Training and Higher Education Policy, 2023

Suggested broad knowledge areas in the Training Policy:

## 1. Knowledge of governance, laws, and public policies

To ensure lawful, fair, and standardised service delivery.

## 2. Administrative, Managerial, Leadership and Change Management Skills

To manage offices, lead teams, implement reforms and make timely decisions.

## 3. Financial and Resource Management Skills

To ensure value for money and cost-effective services.

## 4. Digital and ICT Skills

To deliver faster, cost-effective and transparent services.

# Public Administration Training and Higher Education Policy, 2023

## 5. Citizen-Centric Service Delivery and Communication Skills

To understand citizens' needs and improve satisfaction.

## 6. Research, Analytical and Evidence-Based Decision-Making Skills

To address service gaps and local challenges.

## 7. Ethical Values, Integrity, and Accountability

To build public trust and prevent corruption.

## 8. Sector-Specific and Functional Expertise

Different services require different specialized knowledge.

## 9. Understanding Local Context and Inclusiveness

To ensure equitable service delivery.

# Public Administration Training and Higher Education Policy, 2023

Suggested indicative issues to be covered in training:

রাষ্ট্রের উৎপত্তি ও মৌলিক কাঠামো  
সুনীল অর্থনীতি

উন্নয়ন অর্থনীতি ও পরিকল্পনা

মুক্তিযুদ্ধ ও বাংলাদেশের ইতিহাস

নৈতিকতা ও মূল্যবোধ

মানসিক

ও শারীরিক সুস্থতা বাংলাদেশের সাহিত্য ও সংস্কৃতি

জনসেবায় উন্নয়ন

তথ্য ও যোগাযোগ প্রযুক্তি

উন্নয়ন প্রশাসন ও সুশাসন

সরকারের উন্নয়ন পরিকল্পনা

বিজ্ঞান ও প্রযুক্তি

নীতিমালা প্রণয়ন এবং নীতিমালা ব্যবস্থাপনা গবেষণা, তদারকি, পরিবীক্ষণ ও

মূল্যায়ন

# Key Training Institutions and Their Role in Bangladesh

1. **BPATC-Apex training institution for civil servants**
2. **NAPD-Trains officials from Planning Commission and line ministries**
3. **NILG-LGI capacity building**
4. **Rural Development Academies/Institutes-Applied research and training in rural development**
5. **Sectoral Training Academy-Professional training programs for departmental officers.**

# Capacity Building: Role of BPATC

## BPATC at a glance:

### Emergence:

Emerged as a body corporate/statutory body through the promulgation of (Ordinance No. XXVI of 1984/Act no 64 of 2018) on 28 April 1984 with four regional centres (RPATCs) through the merger of BASC, NIPA, COTA and STI.

### *Vision*

BPATC becomes a centre of excellence for developing patriotic, competent and professional civil servants dedicated to public interest.

### Mission

Quality training, Research, Institutional Partnership, Continuous learning

# BPATC- at a glance: Management and Operation

Governed by a 17-member Board of Directors

Human Resource strength-650

Sl.	Title/Category of the Post and Grade	No
1	Rector 1	01
2	MDS 3	06
3	Director and Equivalent 5	20
4	Deputy Director and Equivalent 6	35
5	Assistant Director and Equivalent 9	58
6	Class-II Employees 10	24
7	Class-III Employees 11-16	232
8	Class-IV Employees 17-20	274

Divergent Faculty Members



# BPATC- at a glance: Key Training Courses

## Policy Planning and Management Course: Core Objective

Enhance strategic vision, leadership competence and policy insight needed to tackle complex governance challenges and lead development transformation.

## Senior Staff Course: Core Objective

Strengthen leadership and managerial capabilities to advance inclusive growth and sustainable development in Bangladesh.

## Advanced Course on Administration and Development: Core Objective

Equip with strategic, analytical, managerial, communication, and ICT skills to effectively implement SDGs, manage development projects, and deliver efficient public services aligned with government priorities.

## Foundation Training Course: Core Objective

Develop skilled, innovative, proactive and well-groomed civil servants committed to the well-being and development of the people in an ever-changing context.

# Foundation Training Course

Philosophy of the FTC is grounded in the vision of creating a disciplined, professional, citizen-centric, service-oriented, ethical and future-ready mindset essential for effective public administration/public service delivery.

- ❖ FTC since 1984, not unique, has a long legacy;
- ❖ FTC is a bridge that facilitates transition process;
- ❖ FTC is a melting pot for creating some common understanding;
- ❖ FTC orients with the structured system of government;
- ❖ Civil/public servants are the bridge between state and the citizen;
- ❖ FTC Inculcates Civil Service Values and Ethics

# Ethical foundation of Public/Civil Service in Bangladesh

In 1764 Robert Clive, introduced a code of practice-no business/gift. In the post-independence era ethical behaviour transformed by reorienting-

loyalty → imperial to constitutional and national

Neutrality → supporting colonial authority to protecting democracy

Rule of Law → rigid and authoritarian/control to instruments of justice and rights

Accountability → ruler-centric to citizen-centric

Service Orientation → maintaining order and revenue to service and development

# Civil/Public Service: Vision

To create a just, equitable and inclusive society where all citizens have access to quality services and opportunities, fostering trust, accountability, and sustainable development.

## Key Elements:

- ❖ **Professionalism: Skilled, ethical and competent public officials**
- ❖ **Efficiency: Timely and cost-effective delivery of services**
- ❖ **Accountability: Answerable to the public and governed by laws and ethics**
- ❖ **Transparency: Open decision-making and accessible information**
- ❖ **People-Centric: Serving all citizens equitably, especially the marginalized**

# Public/Civil Service: Mission

To serve the people by implementing laws and policies efficiently, upholding the constitution, ensuring rule of law and promoting sustainable socio-economic development through responsive and inclusive public administration.

## Core Goals:

- ❖ Implement policies and programs effectively
- ❖ Ensure justice, fairness and equality in service delivery
- ❖ Safeguard public interest and democratic values
- ❖ Promote innovation and capacity building
- ❖ Maintain political neutrality and integrity

## Public/civil servants- the Right Attitude

All public/civil servants are expected to share and uphold:

- (a) commitment to the rule of law;
- (b) honesty and integrity;
- (c) accountability for decisions and actions;
- (d) political neutrality;
- (e) impartiality in the execution of public functions; and
- (f) dedication, professionalism and persistence in serving the community.

# Professionalism/Standards Required of public/civil Servants

## a) Standards Underpinning Service Delivery

### 1. Accountability and Impartiality

Must serve the government honestly, always remain faithful to the policies of the government and should seek to implement Government policies impartially,

### 2. Relationship with political parties and associations

Appointment in the public/civil service means surrender of right to join any political party or association of own choice. This is required for ensuring public confidence.

### 3. Respect for the law

Every office works within a framework of law. It is an obligation for all to follow the rule book.

# Professionalism/Standards Required of public/civil Servants

## a) Standards Underpinning Service Delivery

### 4. Disclosure of information

Unless given responsibility to provide information, it is an obligation for any public/civil servant, including those who are retired or on a career break to avoid improper disclosure of information gained in the course of their official work.

### 5. Dealings with service seekers

- a. must ensure that service seekers are dealt, efficiently, promptly and respectfully.
- b. dealing has to be courteous and always be prepared to serve a service seeker.
- c. should not behave in a way that service seekers may have the impression that they are getting favour from the office.
- d. must follow appropriate dress code befitting for the work environment.

# Professionalism/Standards Required of public/civil Servants

## **b) Behaviour At Work**

### 6. Attendance and performance

Must ensure availability in the office during the designated office hours. Should not engage in gossip that disrupts or interferes with work.

### 7. Regard for state resources

should endeavour to ensure the proper, effective, and efficient use of public money and for official purposes only; shall not employ any government employee for private purposes during office hours.

### 8. Relations with colleagues

- a. Civil servants should show due respect and should ensure that their behaviour towards other colleagues is appropriate in the workplace.
- b. They should not criticise the work and conduct of another civil servant.

# Professionalism/Standards Required of public/civil Servants

## C) Standards of Integrity

### 9. Improper influence

The use of official positions to benefit the or others with whom they have personal or business ties is not allowed.

### 10. Receiving Gifts/Acceptance of hospitality

Should not receive benefits of any kind from a third party which might reasonably be seen to compromise their personal judgement or integrity.

Must ensure that (a) any acceptance of hospitality does not influence, or be seen to influence, the discharging of official functions and (b) that there are clear and appropriate standards in place which have been notified to all staff in relation to payment for work on behalf of outside bodies.

# Professionalism/Standards Required of public/civil Servants

## C) Standards of Integrity

12. Contracts with, purchases from or sales to Government Departments/Offices  
Should not seek contracts with Government Departments or Offices for the supply of goods or services either for his or her own benefit, or for any partnership or company with which he or she has an involvement in his or her private capacity or on behalf of other persons or organisations.

## 13. Demonstration of Leadership quality and Impartiality

It is a responsibility to ensure harmonious workplace based on mutual respect.

Must act impartially, without favouritism in matters relating to the appointment or career of others, they must ensure objectivity, must not assist any party in procurement related matters.

# Professionalism/Standards Required of public/civil Servants

## C) Standards of Integrity

### 14. Office Information Sharing and Upholding decisions

Civil servants should communicate effectively and share relevant information with colleagues. It is a reciprocal responsibility to provide all pertinent information and facts with supervisors and to abide by and defend any decisions taken, even when those do not accord with their personal views.

### 15. Lobbying with/Support from Influentials

It is entirely improper for civil servants to lobby or seek support from Government representatives or members of legislative organs to obtain advancement either for themselves or for others or to block or reverse unfavourable decisions regarding their status.

# Professionalism/Standards Required of public/civil Servants

## C) Standards of Integrity

### 16. Criticism of government/Response to Criticism

It is unacceptable for civil servants, to criticize or try to discredit a Government. Any activity, direct or indirect, to undermine or overthrow a Government constitutes serious misconduct.

In case of subject to criticism from outsiders for even lawful activities, civil servants should respond tactfully. It is the obligation of their organisations to defend them against criticism for actions taken in fulfilment of their duties.

### 17. Air personal grievances

It would not be proper for civil servants to air personal grievances or criticise their organizations in public. Civil servants should endeavour at all times to promote a positive image of the civil service.

# Key Pillars of the FTC Philosophy

## 1. Citizen-First Mindset/Serving the People as the Central Purpose

Serving citizens with empathy - especially the poor and marginalized - is at the heart of civil service.

## 2. Constitutional Laws and Democratic Values

Must be loyal to the Constitution and uphold democracy, justice and rule of law.

## 3. Patriotism, National Identity and Unity

Should be inspired by the spirit of the Liberation War, uprising for democracy and committed to national identity, foster unity in diversity.

# Key Pillars of the FTC Philosophy

## 4. Ethics and Values

Ethical values like honesty, integrity and neutrality are fundamental and must guide every decision.

## 5. Professionalism and Discipline

Professionalism, punctuality, teamwork, and discipline are non-negotiable in public service.

## 6. Leadership and Adaptability to Change

Must be able to lead teams and capable of driving positive change.

# Key Pillars of the FTC Philosophy

## 7. Life-long/Continuous Learning

In a rapidly changing world, civil servants must remain ready to learn continuously and open to new learning.

## 8. Inter-Cadre Understanding and Teamwork

Collaboration among different government services is essential for effective governance.

## 9. Nation-Building and Development Orientation

The key drivers of national development and a just and prosperous society.

## 10. Holistic Capacity Development-intellectual, emotional, physical, social

## Prime Objectives of the FTC are to:

- ❖ acquaint with the social, administrative, economic and political framework and environment of the country;
- ❖ impart knowledge and skills required for discharging official responsibilities;
- ❖ help develop the right attitudes, values, qualities and attributes that every civil servant should possess;
- ❖ promote overall development of personality traits namely intellectual, moral, physical and aesthetic aspects; and
- ❖ foster *esprit de corps* among the members of different cadres through developing interpersonal relationship.

## Contents and Structure of the FTC

### Academic and non-academic Inputs

- ❖ Bangladesh Studies (04 modules)
- ❖ Management Studies (05 modules)
- ❖ Public Administration (03 modules)
- ❖ Development Studies (04 modules)
- ❖ Skill Development (06 modules)
- ❖ Cross-cutting Issues

### Extra-Curricular activities

- ❖ Attachment programme
- ❖ Physical training and games
- ❖ Committee Activities
- ❖ Feedback about course
- ❖ Follow discipline
- ❖ Follow DOs and DON'T's

# Foundation Training Course: transforming for public service excellence

## Core Responsibilities of FTC Participants

### 1. Maintain Discipline and Integrity

- Follow all rules, schedules, and codes of conduct.
- Uphold honesty, punctuality and ethical behavior at all times.

### 2. Be an Active Participant

- Attend all academic and non-academic sessions without fail.
- Engage in discussions, group work, presentations, and assignments sincerely.

### 3. Demonstrate Professional Conduct

- Be respectful to CMT and faculty members, staff and all participants.
- Demonstrate courtesy, tolerance and teamwork.

### 4. Team Spirit and Esprit de Corps

- Promote unity, cooperation and mutual support among batchmates.

# Foundation Training Course: transforming for public service excellence

## Core Responsibilities of FTC Participants

### 5. Respect Institutional Property and Environment

- Protect dormitory, classroom and campus facilities.
- Maintain cleanliness and order.

### 6. Physical and Mental Fitness

- Participate actively in PT and games and in all other co-curricular activities.
- Maintain personal wellbeing to meet the demands of public service.

### 7. Adherence to Zero-Tolerance Policies

- Avoid misconduct such as harassment, substance use, unauthorized absence, or disruptive behavior.

### 8. Commitment to Public Service Values

- Develop patriotism, accountability, inclusiveness and citizen-centric attitudes.

Institutionalisation of civil service ethics and values by shaping the moral character, professional identity, and decision-making capacity of new officers within the constitutional and administrative framework of the state.

Create value for yourself

Be a Changed Person

Be a good officer

Be a good human

Character/Ethical behavior is doing the right thing, even when no one else is around to witness it.

At the end of the day it is 020