

# BPATC

“Building Capacity for  
Effective, Inclusive  
and Accountable  
Public Administration  
System”

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

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# 125<sup>th</sup> SENIOR STAFF COURSE (SSC)

## Curriculum & Brochure



13 September - 27 October 2026



**Bangladesh Public Administration Training Centre**

Savar, Dhaka

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**125<sup>th</sup>**  
**SENIOR STAFF**  
**C O U R S E**

# T M C

## 125<sup>th</sup> SENIOR STAFF COURSE COURSE MANAGEMENT TEAM (CMT)



Course Advisor

**Sayeed Mahbub Khan**

Rector (Secretary to the Government)  
BPATC



Course Director

**Dr. Md. Zohurul Islam**

Member Directing Staff (MDS)  
Call: 01716458964  
Email: zohur68@gmail.com



Course Coordinator

**Mohammad Saiful Islam**

Director  
Call: 01738431111  
Email: saif\_27th@yahoo.com



Course Coordinator

**Mst. Tahmina Akter**

Director  
Call: 01716994817  
Email: tahminaa7@gmail.com



Course Coordinator

**Md. Motaher Hossain**

Deputy Director  
Call: 01818186287  
Email: mmanik164@gmail.com



Course Coordinator

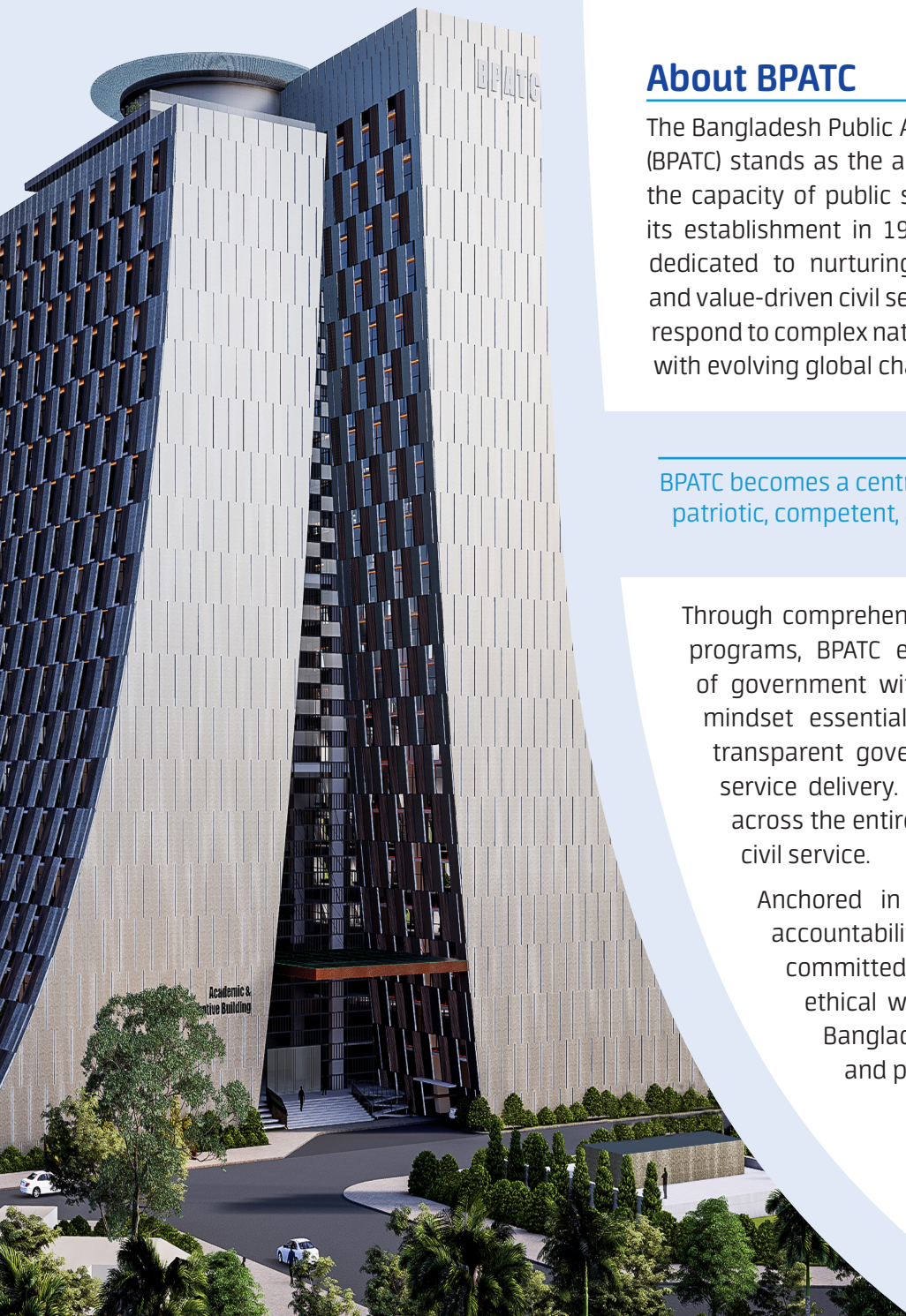
**Abu Naser Mohammad  
Sajidul Ahsan**

Deputy Director  
Call: 01318686415  
Email: sajidul@gmail.com



## TABLE OF CONTENTS

|                                                                        |           |
|------------------------------------------------------------------------|-----------|
| About BPATC                                                            | 1         |
| Vision of BPATC                                                        | 1         |
| Mission of BPATC                                                       | 2         |
| BPATC Theme                                                            | 2         |
| The Core Values of BPATC                                               | 2         |
| <b>1.0 Senior Staff Course</b>                                         | <b>3</b>  |
| 1.1 Goals and Objectives of the Course                                 | 3         |
| 1.2 Key Features of The Course                                         | 3         |
| 1.2.1 Course Duration                                                  | 3         |
| 1.2.2 Training Methods                                                 | 4         |
| 1.2.3 Medium of Instructions                                           | 4         |
| 1.2.4 Resource Persons                                                 | 4         |
| 1.2.5 Course Management Team (CMT)                                     | 4         |
| 1.2.6 Requirements of the Course                                       | 5         |
| 1.2.7 Training Day Activity                                            | 5         |
| 1.2.8 Evaluation Methods                                               | 6         |
| 1.2.9 Evaluation by the Course Management Team & Evaluation Department | 7         |
| 1.2.10 Grading                                                         | 7         |
| 1.2.11 Individual Course Evaluation Report for Dossier                 | 7         |
| <b>2.0 Facilities of BAPTC</b>                                         | <b>8</b>  |
| <b>3.0 Course Contents of the SSC</b>                                  | <b>11</b> |
| <b>4.0 Guidelines for Overseas Training (OT)</b>                       | <b>22</b> |
| 4.1 Public Administration Training and Higher Education Policy, 2023   | 22        |
| 4.2 Purpose of the Overseas Training                                   | 22        |
| 4.3 After Completion of Overseas Training                              | 23        |
| <b>Annexure-1: List of Module Directors</b>                            | <b>24</b> |



## About BPATC

The Bangladesh Public Administration Training Centre (BPATC) stands as the apex institution for developing the capacity of public servants in Bangladesh. Since its establishment in 1984, the Centre has remained dedicated to nurturing a professional, competent, and value-driven civil service—one that can effectively respond to complex national priorities while engaging with evolving global challenges.

### Vision of BPATC

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

Through comprehensive and world-class training programs, BPATC equips officials at every tier of government with the knowledge, skills, and mindset essential for sound policy planning, transparent governance, and citizen-centered service delivery. Its reach and impact extend across the entire spectrum of the Bangladesh civil service.

Anchored in the principles of integrity, accountability, and innovation, BPATC is committed to shaping a dynamic and ethical workforce devoted to realizing Bangladesh's vision of a just, inclusive, and prosperous society.



## Mission of BPATC

We are committed to achieve the shared vision through-

- developing competent and professional human resources by imparting quality training and development programs;
- conducting research, publishing books and journals and extending consultancy services for continuous improvement of public service delivery system;
- establishing an effective partnership with reputed institutions of home and abroad for developing organizational capacity; and
- promoting a culture of continuous learning to foster a knowledge-based civil service.

## BPATC Theme

Building an effective, inclusive and accountable public administration system.

## The Core Values of BPATC

The core values of BPATC include-



## 1.0 Senior Staff Course



Senior Staff Course (SSC) is one of the core courses of BPATC for the policy-level officials of the government. While the course's main participants are the joint secretaries to the government, some officials of the same rank from the Armed Forces and Bangladesh Civil Service Foreign Affairs Cadre and Police Cadre can also join it. BPATC organizes the course in partnership with the Ministry of Public Administration as the latter provides the nominations for this training. SSC's general purpose is to allow the policy-level officials to understand governance and development's critical issues. As such, participants critically analyze the problems to determine the most appropriate strategies to address them. Moreover, developing leadership skills, particularly strategic decision-making, is another crucial objective of this course. The design of the modules of this course supports the participants to realize the purposes of the training.

### 1.1 Goals and Objectives of the Course

The goal of the course is to enhance the leadership and management capacities of senior public administrators to promote inclusive growth and development in Bangladesh.

The objectives of the course are-

- to develop leadership capability focusing on enhanced team-building skill and innovativeness;
- to enhance decision-making and strategic-thinking skills for evolving socio-economic environment;
- to optimize communication and negotiation skills for inclusive development.



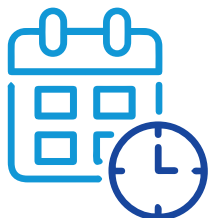
### 1.2 Key Features of the Course

#### 1.2.1 Course Duration

The course duration is 55 days with two segments: in-country training at BPATC and overseas training in a foreign country's designated institution. Out of the 55 days, 45 days are spent at BPATC, and the rest days are for the overseas part. In general, sessions are held on all weekdays except holidays. However, sessions may be held on the weekend, depending on the necessity. The aforementioned 45 days will be allocated as following.







| Items                                                            | No. of days    |
|------------------------------------------------------------------|----------------|
| Inauguration, Course Briefing & Formation of Different Committee | 01             |
| Days for Training Sessions                                       | 22             |
| Study Tour/Field Trips                                           | 02             |
| Organization Visit                                               | 02             |
| Field Attachment/Data Collection                                 | 03             |
| Certificate Awarding and Closing Ceremony                        | 01             |
| Week-ends and Public Holidays                                    | 14             |
| Total Working Days                                               | 31 (tentative) |
| <b>Total days</b>                                                | <b>45</b>      |

### 1.2.2 Training Methods

Different methods are used to implement the training course. The main methods include lecture and discussion, workshop, group discussion, exercise, case study, Simulation etc.

A recapitulation session is usually held at the first session of Sunday of the week, in which a selected number of participants present their learning points of the previous week. This session is an opportunity for the participants to enhance their presentation skills and learning abilities.



### 1.2.3 Medium of Instructions

The medium of instruction of the SSC is in English. BPATC encourages the participants to develop their oral and written English skills by practicing inside and outside the classroom. More importantly, all assignments, both group or individual, presentations will be in English.

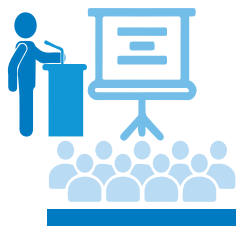
### 1.2.4 Resource Persons

Both faculty members and guest speakers conduct training sessions. Eminent scholars, senior civil servants, renowned professionals are invited as guest speakers in the course.

### 1.2.5 Course Management Team (CMT)

The course management team comprises a Course Adviser, a Course Director, and Course Coordinators (CC). Rector is the Course Adviser, while an MDS acts as the Course Director. Director/Deputy Director level officials work as Course Coordinators. CMT is primarily responsible for the management of the course. Participants are encouraged to share any feedback with the CMT to ensure quality training and convenience in the training environment.





### 1.2.6 Requirements of the Course

As a participant of the course, you need to adhere to the traditions and values of the BPATC with sincerest commitment, you are expected to be the role models for the participants of other courses.

### 1.2.7 Training Day Activity

|                         |                           |
|-------------------------|---------------------------|
| 06.00-07.00 (Tentative) | Morning Physical Training |
| 07:30-08:15             | Breakfast                 |
| 08:30-09:30             | 1 <sup>st</sup> Session   |
| 09:40-10:40             | 2 <sup>nd</sup> Session   |
| 10.40- 11.05            | Health Break              |
| 11:05-12:05             | 3 <sup>rd</sup> Session   |
| 12:15-13:15             | 4 <sup>th</sup> Session   |
| 13:15-14:15             | Lunch & Prayer Break      |
| 14:15-15:15             | 5 <sup>th</sup> Session   |
| 17:00-17:45 (tentative) | Afternoon Games           |
| 17:00-18:00 (tentative) | Refreshing Hour           |
| 18:30-20:30 (tentative) | Evening Session           |
| 20:30-21:30             | Dinner                    |

### 1.2.8 Evaluation Methods

Performance of each participant in the course will be evaluated in 750 marks. Participants would also get an opportunity to evaluate the resource persons as well as the course management team and other aspects of the course. However, the marks allotted for evaluation are distributed as follows:

| SL | Title of Module                            | Evaluation Method                     | Individual | Group |
|----|--------------------------------------------|---------------------------------------|------------|-------|
| 01 | Public Sector Ethos                        | Group Presentation                    |            | 50    |
| 02 | Strategic Management in Public Sector      | Group Work & Presentation             |            | 50    |
| 03 | Public Policy Analysis                     | Group Work & Presentation             |            | 50+25 |
| 04 | Public Sector Reform/Innovation Initiative | Individual Action Plan & Presentation | 50+50      |       |
| 05 | Partnership and Negotiations               | Simulation                            |            | 50    |
| 06 | Digital Transformation of the Government   | Individual Assignment                 | 50         |       |
| 07 | Economic Policy and Development Strategy   | Group Assignment & Presentation       |            | 100   |
| 08 | Project and Procurement Management         | Individual Assignment/ Test           | 75         |       |
| 09 | Cross-cutting Issues                       | Group Assignment                      |            | 50    |
| 10 | Learning Good Practice                     | Group Assignment                      |            | 100   |
| -  | Evaluation by CMT                          |                                       | 20         |       |
| -  | Evaluation by Ev. Dept.                    |                                       | 30         |       |
|    |                                            |                                       | 275        | 475   |
|    | <b>Total Marks</b>                         |                                       | <b>750</b> |       |

### 1.2.9 Evaluation by the Course Management Team & Evaluation Department

Following is the break down of 50 marks:

| Evaluation by                | Subject of Evaluation                     | Allotted Marks |
|------------------------------|-------------------------------------------|----------------|
| Course Management Team (CMT) | Punctuality                               | 05             |
|                              | Table Manners and Dress                   | 05             |
|                              | Overall Conduct and Discipline            | 05             |
|                              | Participation in Co-curricular Activities | 05             |
| Evaluation Department        | Speakers' Evaluation                      | 10             |
|                              | Attendance                                | 20             |
| <b>Total</b>                 |                                           | <b>50</b>      |

### 1.2.10 Grading

According to the Evaluation Policy of BPATC, marks, participants obtained in the course in different assessments, will be based on a quantitative scale and will be graded in the following way:



| SL | Percentage of Marks | Grading          |
|----|---------------------|------------------|
| 1  | 85 and above        | A+ (Outstanding) |
| 2  | 80 - <85            | A (Excellent)    |
| 3  | 70 - <80            | B+ (Good)        |
| 4  | 60 - <70            | B (Satisfactory) |
| 5  | 50 - <60            | C (Average)      |
| 6  | <50                 | Fail             |

### 1.2.11 Individual Course Evaluation Report for Dossier

On completion of the course an individual course evaluation report for each participant will be prepared. Performance of each participant in the course and a pen-picture written by the course management team (CMT) will be mentioned in the report. This final course evaluation report prepared by Evaluation Department will be forwarded to concerned Administrative Ministries/ Divisions for retention in participants' dossier.

## 2.0 Facilities of BPATC

### Accommodation

SSC is a fully residential course and during your time in BPATC you will live at International Training Complex (ITC). Your classroom will be located in the same building and daily meals will be offered at the dining hall in the ground floor. The cost of food is to be met from the training allowance provided by the government. A Mess Committee formed by selected members from the participants, will take care of the meals. However, Course Management Team will provide all logistic supports in this regard.



**Md. Mahbubur Rahman**

Dormitory Supervisor  
Call: 01704276416



**Abdullah Al Mamun Khan**

Cafeteria Supervisor  
Call: 01918397460



**Robi Lal**

Caretaker  
Call: 01624236662

### Auditorium and Mini-Auditorium

The main auditorium of BPATC is a facility for large gathering. Usually the inaugural and closing ceremonies, mess and guest nights and other programmes take place in this commodious hall where more than 600 participants can sit at a time. It houses a spacious elevated stage with cutting-edge acoustic and lighting system. At the ground floor of ITC Building the so called mini-auditorium is located, which can host more than 100 audience.

### Lecture Theatre

There are two newly renovated lecture theatres- lecture halls with seats in tiers- having seating capacity for 50 persons each. These spacious and well-equipped halls are great indoor facility for immersive learning experience. Lecture theatres are located near to the rose garden of BPATC.

### Cadence Hall

Located at the 9<sup>th</sup> floor of ITC Building, Cadence Hall is a multipurpose room which is used for classroom sessions, seminar, workshop and other formal programmes. It can accommodate 200 plus participants at a time.

### Multi-Purpose Building

This three-storied building of the Centre meets the daily needs and activity services of the staff and trainees. It provides services of a bank, ATM booth of Sonali Bank PLC which supports VISA, NPSB, and Q-cash, post office, laundry, canteen, etc.

### Library Facility

The BPATC library is one of the best administration libraries in the country. The library plays an important role in achieving the goals of training. Collection of relevant books, journals, magazines, and other reading materials and processing these for the readers are the main tasks of the library. There are approximately 125,000 books for circulation to the readers in its possession. Participants will have ready access to the reading room facilities. A 'Muktijuddho Corner' has been opened where almost all the books on our independence and war of liberation are available. While, a Civil Service Museum will be found at the ground floor.



The library facility is available from 8.00 am to 10.00 pm incessantly from Sunday to Thursday, on weekly holidays the schedule is 4.00 pm-10.00 pm. Photocopying facilities are also available on payment on the ground floor.



**Md. Mamun-Or-Rashid**

Librarian  
Call: 0174255395

### Computer Lab

At the present era of information and communication technology, using computers and internet facilities are essential for all civil servant. There is a well-equipped computer lab at ITC building where the participants may find the broadband internet and printing facilities. The lab will remain open up to 10:00 pm during working days.

### Medical Facility

To provide the participants of various courses with healthcare and medical facility, BPATC runs a ten-bed clinic. BPATC clinic is housed in a 4-storeyed facility next to BPATC Officers' Club. The Clinic offers medical facilities to the participants of all ongoing courses, members of the Faculty and Staff and their family members. The Clinic staff comprises five medical officers, two sub-assistant community medical officers (SACMO), two physiotherapists, one pharmacist, two senior staff nurses, two compounders, and two office assistants. OPD treatments are available during office time. Doctors are available at outdoor from 8:00 am to 9:00 pm. Emergency services beyond office time is also ensured by on-duty doctors. The Clinic also runs dentistry services. On arrival, participants of any course should go through a regular health check-up by BPATC doctors. For the duration of the course, participants are given free medical consultation, prescriptions, and other medical care. Participants are advised to take advice from BPATC doctors if anyone is feeling unwell. No leave on medical ground is granted without intimation from BPATC medical officers. The Clinic also provides 24/7 ambulance services as or when needed.



**Dr. Bilkis Laila**

Medical Officer  
Call: 01711073636



**Dr. Syed Shamsul Arefin**

Medical Officer  
Call: 01829673034



**Dr. Shamima Akter**

Medical Officer  
Call: 01711001084



**Dr. Rinat Fowjia Chandni**

Medical Officer (Dental Unit)  
Call: 01688904123



**Dr. S M Asaduzzaman**

Medical Officer  
Call: 01719061247



**Dr. Faisal Rahman**

Medical Officer  
Call: 01717878367

**Emergency Medical Contact: 01723966111**

### Physiotherapy

There is a physiotherapy unit at the medical centre of BPATC. It operates under the supervision of the clinic. Experienced graduate physiotherapists are appointed there to give required consultation and therapy to he participants and the employees of BPATC.

### Contact number of Physiotherapists:



**Ratan Kumar Das**

Physiotherapist  
Call: 01911574514



**Minara Akter**

Physiotherapist  
Call: 01677302243

### BPATC Mosque

BPATC has a spacious, architecturally soothing mosque overlooking the lake and hillocks. Around 1000 people can say their prayer at a time. The prayer service is administered by a full-time Imam. Practicing Muslim participants join the prayers five times a day. Moreover, special supplications are arranged as part of observance of some national days. Participants are always welcome to the mosque to join the supplication programs. While visiting the mosque, participants should follow the prescribed dress code.

### Recreation

As the course is very intensive, there is minimal scope for recreation. However, there are some television sets in the dormitories with dish connections. Facilities for playing Table Tennis, Carom, Chess etc., are available in the dormitories and indoor games hall as well. Participants will arrange cultural program/mess nights at the end of every month. They are also taken to different places for a visit of interest.

### Social Events

At the BPATC, there is a tradition of organizing social and cultural events during the course. The aim of arranging such social events is to create an opportunity for the participants to interact with the faculty members, resource persons, and other eminent persons. BPATC also organizes social and cultural programs, especially on the national days where different courses join.

### Swimming Pool

Learning swimming is compulsory with the sole aim of life-saving for those who do not know how to swim. This schedule is optional for the participants. The training session will be arranged as per the schedule of the course.

### Transportation

BPATC will arrange transports for you to travel from Dhaka at the onset of the course, at the weekends and other visits relating to training during the course. The schedule will be given well ahead of the program.

### Encountering an Emergency Situation

BPATC authority always remains vigilant to ensure participants' safety and security. Nevertheless, in any emergency, participants are advised to contact the Course Director or Course Coordinators.



# Course Contents

## THEMATIC AREA: PUBLIC SECTOR GOVERNANCE

### Module 01: Public Sector Ethos

**Evaluation Method** : Group Presentation

**Total Marks** : 50

**Session Hour** : 06

**Module Objectives** :

1. Critically examine international best practices and institutional frameworks that uphold integrity, accountability, and transparency in the public sector.
2. Demonstrate an understanding of citizen-centric governance by applying different accountability tools.

| Topic Codes | Duration (Hour) | Topic Titles                                                                                                                                 | Facilitator | Training Method     |
|-------------|-----------------|----------------------------------------------------------------------------------------------------------------------------------------------|-------------|---------------------|
| 1.01        | 2               | Public Service Ethics & Values: International best practices for integrity and accountability in public sector                               | GS / FM     | D & GE / GP         |
| 1.02        | 2               | Anti-Corruption & Integrity Systems: Need for transparent Public Institutions and Accountability Tools                                       | GS / FM     | L & D               |
| 1.03        | 2               | Citizen-Centric Governance & Social Accountability: Open Government, Right to Information, Grievance Redress, Participatory service delivery | GS / FM     | L & Case Study / GP |

## Module 02: Strategic Management in Public Sector

**Evaluation Method** : Group Work & Presentation

**Total Marks** : 50

**Session Hour** : 06

**Module Objectives** :

1. Distinguish among governance strategy, and apply strategic tools for effective implementation and change management in public sector institutions.
2. Demonstrate strategic leadership by analyzing reform initiatives, leveraging emotional and social intelligence, and adopting adaptive approaches to solve complex governance challenges.

| Topic Codes | Duration (Hour) | Topic Titles                                                                                                                       | Facilitator | Training Method |
|-------------|-----------------|------------------------------------------------------------------------------------------------------------------------------------|-------------|-----------------|
| 2.01        | 2               | Strategic Management in Public Sector: Governance strategy vs. operational planning vs. long-term strategic planning in government | GS / FM     | L & D           |
| 2.02        | 2               | Strategy Implementation & Change Management: Strategy mapping, identifying risks and leading, managing changes                     | GS / FM     | L & E           |
| 2.03        | 2               | Strategic Leadership: Moving from command and control to adaptive problem-solving                                                  | GS / FM     | L&D Case Study  |

## Module 03: Public Policy Analysis

**Evaluation Method** : Group Work & Presentation

**Total Marks** : 75 (Group Work: 50, Presentation: 25)

**Session Hour** : 15

**Module Objectives** : By the end of the course, participants will be able to:

1. Understand the Policy Process and the role of public institutions in policymaking
2. Analyze the dynamics of public policy formulation by examining the policy process

Strengthen skills in policy evaluation tools and apply collaborative approaches to assess policy outcomes, enhance public value, and improve governance quality.

| Topic Codes | Duration (Hour) | Topic Titles                                                                                                                    | Facilitator | Training Method                |
|-------------|-----------------|---------------------------------------------------------------------------------------------------------------------------------|-------------|--------------------------------|
| 3.01        | 2               | The Dynamics of Public Policy: Power, Interests and Institutions in Policy Process                                              | FM / GS     | L&D                            |
| 3.02        | 2               | Policy Design: Behavioral Tools and Evidence-Based Experimentation in Public Policy                                             | FM / GS     | L&E                            |
| 3.03        | 2               | Why Policies Work (or don't): Perspectives on Policy Outcomes                                                                   | GS / FM     | L&D                            |
| 3.04        | 2               | Whole-of-government approach towards policy making: Special reference to Interministerial Meeting and Stakeholder Consultations | GS / FM     | L& Case Study                  |
| 3.05        | 2               | Tools and Techniques for Policy Evaluation                                                                                      | GS / FM     | L & Case Study                 |
| 3.06        | 5               | Policy Formulation and Evaluation Exercise                                                                                      | GS + FM     | Case Study + GE + Presentation |



## Module 04: Public Sector Reform/Innovation Initiative

**Evaluation Method** : Individual Action Plan and Presentation

**Total Marks** : 100 (Individual Action Plan: 50 + Presentation: 50)

**Session Hour** : 14

**Module Objectives** : By the end to the course, participant will be able to:

1. Enhance the understanding of the objectives and implementation strategies of public sector reform initiatives in Bangladesh.
2. Develop the analytical capacity to critically assess reform agendas, identify institutional challenges, and lead change processes that improve governance and service delivery.

| Topic Codes | Duration (Hour) | Topic Titles                                                                              | Facilitator | Training Method                |
|-------------|-----------------|-------------------------------------------------------------------------------------------|-------------|--------------------------------|
| 4.01        | 1               | RIAP background: Experience-sharing on RIAP                                               | FM          | L&D                            |
| 4.02        | 1               | Identification of Reform Area (Department Reform Needs) & Sharing Reform Idea             | RIAP Team   | Brainstorming + Presentation   |
| 4.03        | 2               | Problem Identification for Reform Initiative/Innovation Implementation Action Plan (RIAP) | Team        | Individual Work + Presentation |
| 4.04        | 2               | Reform Initiative / Innovation Action Plan of the pilot project                           | Team        | Briefing + Individual Work     |
| 4.05        | 2               | Revisiting Action Plan Design                                                             | Team        | Presentation + Individual Work |
| 4.06        | 6               | Individual Presentation on Reform Pilot Projects                                          | Expert      | Presentation                   |

## Module 05: Partnerships and Negotiations

**Evaluation Method** : Simulation

**Total Marks** : 50

**Session Hour** : 13

**Module Objectives** :

1. Analyze the principles and dynamics of negotiation across bilateral, regional, and multilateral contexts, and formulate cohesive national positions in international forums.
2. Demonstrate negotiation skills through simulations and apply knowledge of development cooperation and climate finance to advance national interests in global negotiations.

| Topic Codes | Duration (Hour) | Topic Titles                                                                                    | Facilitator | Training Method       |
|-------------|-----------------|-------------------------------------------------------------------------------------------------|-------------|-----------------------|
| 5.01        | 2               | Principles, Dynamics, and Levels of Negotiation: Bilateral, Regional, and Multilateral Contexts | GS / FM     | L& Case Study         |
| 5.02        | 2               | Developing Cohesive National Position in International Negotiations                             | GS / FM     | L& Case Study         |
| 5.03        | 2               | Evolving Development Cooperation: From Aid Effectiveness to Development Effectiveness           | GS / FM     | L& Case Study         |
| 5.04        | 2               | Climate Finance and International Negotiations: Opportunities and Challenges for Bangladesh     | GS / FM     | L&D                   |
| 5.05        | 2               | Simulation on Negotiation: Trade deal negotiation (Tariff vs. Market Access)                    | GS / FM     | Role-play/ Simulation |
| 5.06        | 3               | Simulation on Negotiation: Multilateral negotiation (SDGs or mitigation)                        | GS / FM     | Role-play/ Simulation |

## Module 06: Digital Transformation of the Government

**Evaluation Method** : Individual Assignment (Word Limit 800-1000)

**Total Marks** : 50

**Session Hour** : 11

**Module Objectives** :

1. Evaluate global best practices and apply strategies for simplifying processes and enhancing public service delivery through digital transformation in the public sector.
2. Demonstrate an understanding of key enablers of digital governance to foster integrated and trusted public services.

| Topic Codes | Duration (Hour) | Topic Titles                                                                                                                                    | Facilitator | Training Method |
|-------------|-----------------|-------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-----------------|
| 6.01        | 2               | Process Simplification and Redesigning Public Service Delivery through Digital Transformation                                                   | GS / FM     | L & D           |
| 6.02        | 2               | Best Practices of Digital Transformation of Public Sector (flagship cases of Estonia, Singapore, South Korea etc.): Insights for Bangladesh     | GS / FM     | L & D           |
| 6.03        | 2               | Interoperability and Data Sharing Across Government: Overcoming silos between ministries and departments                                        | GS / FM     | L & GE          |
| 6.04        | 2               | Cybersecurity and Data Protection: Managing cyber risks, safeguarding citizen data, and ensuring trust in digital services by the Public Sector | GS / FM     | L & GE          |
| 6.05        | 3               | Practical Uses of Artificial Intelligence in Public Service                                                                                     | GS / FM     | Practical       |

## THEMATIC AREA: DEVELOPMENT STRATEGIES AND MANAGEMENT

### Module 07: Economic Policy and Development Strategy

**Evaluation Method** : Group Assignment & Presentation

**Total Marks** : 100

**Session Hour** : 18

**Module Objectives** :

1. Critically analyze Bangladesh's economic policy landscape to identify strategic pathways for sustainable and inclusive development.
2. Assess policy opportunities and challenges in key development areas with a focus on implementation effectiveness and long-term impact.

| Topic Codes | Duration (Hour) | Topic Titles                                                                                                               | Facilitator | Training Method  |
|-------------|-----------------|----------------------------------------------------------------------------------------------------------------------------|-------------|------------------|
| 7.01        | 2               | Trade Policy of Bangladesh: Pathways to Diversified and Competitive Exports                                                | GS / FM     | Panel Discussion |
| 7.02        | 2               | LDC Graduation and Beyond: Strategic Pathways, Development Opportunities, and Policy Challenges for Bangladesh             | GS          | Case Study       |
| 7.03        | 2               | Energy Future of Bangladesh: Policy Trade-offs, Transition Challenges, and Strategic Opportunities                         | GS          | Case Study       |
| 7.04        | 2               | National Budgeting and Public Finance in Bangladesh: Policy Priorities and Implementation Challenges                       | GS / FM     | L&D              |
| 7.05        | 2               | Macroeconomic Challenges: Aligning Fiscal Discipline with Monetary Effectiveness                                           | GS          | L&GE             |
| 7.06        | 2               | Domestic Debt Sustainability and Public Debt Management Strategy: Policy Challenges and Fiscal Implications for Bangladesh | GS          | L&D              |
| 7.07        | 2               | Foreign Debt Management and Sustainability                                                                                 | GS          | L&D              |
| 7.08        | 2               | Public-Private Partnership: Opportunities and Policy Challenges                                                            | GS          | L&D              |
| 7.09        | 2               | Climate Change, Justice, and Development in Bangladesh: Imperatives for Mitigation and Adaptation                          | GS / FM     | L& Case Study    |

## Module 08: Project & Procurement Management

**Evaluation Method** : Individual Assignment/Test (Word Limit 800-1000)

**Total Marks** : 75

**Session Hour** : 12

**Module Objectives** :

1. Demonstrate an understanding of project planning, implementation, and monitoring framework in the context of public sector projects.
2. Apply practical skills in public procurement processes in compliance with national and international standards.

| Topic Codes | Duration (Hour) | Topic Titles                                                                                                                                                           | Facilitator     | Training Method     |
|-------------|-----------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|---------------------|
| 8.01        | 2               | Project Planning, Preparation, Implementation and Monitoring: Practical Issues and Policy Implication [Special Reference to Large Projects-Social and Infrastructural] | GS/ Expert Team | L & Case Study      |
| 8.02        | 2               | FIDIC Documents and Project Management                                                                                                                                 | GS              | L & Case Study      |
| 8.03        | 2               | Ministry Assessment Format (MAF) and Sector Appraisal Format (SAF)                                                                                                     | GS              | L&D / Examples      |
| 8.04        | 2               | Practical Sessions on Public Procurement: Evaluation & Award                                                                                                           | GS/ Expert Team | Workshop & Exercise |
| 8.05        | 2               | Public Procurement: Agreements/ Contracts (National and International)                                                                                                 | GS/ Expert Team | Workshop & Exercise |
| 8.06        | 2               | Summary Preparation for CCEA and CCGP: Key Considerations                                                                                                              | GS              | L&D / Examples      |

## THEMATIC AREA: CROSS-DOMAIN GOVERNANCE TOPICS

### Module 09: Cross-cutting Issues<sup>1</sup>

**Evaluation Method** : Group Assignment

**Total Marks** : 50

**Session Hour** : 20

**Module Objectives** :

1. Analyze emerging and cross-sectoral policy challenges and evaluate their implications for national security, development, and governance.
2. Assess the legal, economic, and human rights dimensions of Bangladesh in the evolving context.

| Topic Codes | Duration (Hour) | Topic Titles                                                                                                        | Facilitator | Training Method               |
|-------------|-----------------|---------------------------------------------------------------------------------------------------------------------|-------------|-------------------------------|
| 9.01        | 2               | Bangladesh Before All                                                                                               | FM/GS       | Seminar                       |
| 9.02        | 2               | Unlocking the Blue Economy: Maritime Security, and Sustainable Resource Management for Bangladesh's Development     | GS          | L & D                         |
| 9.03        | 2               | From Youth to Aging Society: Strategic Issues underlying Sustainable Demographic Management in Bangladesh           | GS          | L&GE                          |
| 9.04        | 2               | TRIPS and Intellectual Property Policy in Bangladesh's Post-LDC Era                                                 | GS          | L&GE                          |
| 9.05        | 2               | The Rohingya Refugee Crisis and Its Long-Term Implications for Security, Sovereignty, and Development in Bangladesh | GS          | L& Case Study                 |
| 9.06        | 2               | Geopolitics and Economic Dynamics in Shaping Regional Architecture                                                  | GS          | L&D                           |
| 9.07        | 2               | Transformation of the State, Economy and Society-Evidence from East, South East Asia and the West                   | GS          | L & D                         |
| 9.08        | 2               | Organogram Development and Post Creation Procedure Based on Establishment and O&M Manuals                           | GS          | Case Study & Group Discussion |
| 9.09        | 2               | Healthy lifestyle: A way of prevention of Noncommunicable Diseases                                                  | GS          | L&D                           |
| 9.10        | 2               | Pain and Physiotherapy                                                                                              | GS          | L& Demonstration              |

<sup>1</sup> This is an indicative list and may change overtime and is subject to availability of time. The CMT in consultation with the Rector can add and omit any topic based on the necessity and importance.

## Module 10: Learning Good Practice

### Domestic Exposure Visit

**Evaluation Method** : Group Assignment (Word Limit 600-800)

**Total Marks** : 100

**Sub-Module Objectives** : To create opportunities for the participants to know the economy's transformation process by visiting different institutions/industries of the country. This visit also enables the participants to learn the governance culture and good practices of the visiting institutions and enterprises.

#### Role of the CMT

The CMT arranges visits for the participants to different institutions and enterprises. Public sector institutions, private sector enterprises, not-for-profit organizations, media outlets, military establishments, places of historical and tourist attractions etc. are the expected institutions for domestic exposure visits.

#### Group Assignment

CMT briefs the participants about the visit protocol and assignment before any visit. Group assignment should ideally incorporate the following issues:

- (a) an overview of the visiting institution; (b) governance; (c) learning points/good practices;
- (d) recommendations for public sector institutions in terms of realizing institutional goals and governance improvement.

### Overseas Training

#### Management of the Overseas Training

Ministry of Public Administration {Clause 10.2 (ga) of the Public Administration Training and Higher Education Policy, 2023} Selects the country and the institution as part of the Overseas Training (OT) for 10 days, excluding the travel period. Usually, an advanced or emerging country, in terms of economic development, is selected for OT. The visit takes place after the completion of the course at the BPATC. BPATC and MOPA jointly organize the OT, and the latter arranges a briefing on this training before it practically takes place and bears the cost of the OT.



## 4.0 Guidelines for Overseas Training (OT)

### 4.1 Public Administration Training and Higher Education Policy, 2023

In accordance with Clause 10.2(gha) of the Public Administration Training and Higher Education Policy, 2023, the Ministry of Public Administration will arrange the overseas training upon completion of the training programme.

### 4.2 Purpose of the Overseas Training

The purpose of the overseas training is to enable the participants to expose a case study of a civil service organization (and a country and its government) which has been developed significantly. The BPATC expects that the OT will be a very effective and successful learning journey. The OT would help the participants to identify the perceived reasons for the need for reforms, the change management process and development goals and how the host country/organization attempted to reach those goals.

The effective and fruitful participation in overseas training is one of the important requirements of successful completion of the respective training course. Mere observation and stock taking of the outstanding achievements and best practices of host country/organization are not sufficient to meet the requirement. Rather the visiting participants must know that there are some underlying reasons for their development and outstanding success. The inquisitiveness to know the reasons for their success, searching about the underlying strategies of their success, making questions about the exceptional process of the reform and change management styles would help them to learn effectively.

Moreover, in order to effective learning, the participants are requested to ask question to host organizations about the issues, such as: what were the processes, tools, strategies, and techniques they followed and how the host organizations attempted to reach the development goals; why these tools and strategies were selected; what impacts were achieved by the various policies and strategies and finally, overall outcomes and results of transformation.

The visiting participants would also be able to compare and contrast conditions in the host country with relevant conditions in Bangladesh.

The superficial observations and shallow conclusions about the success of host country are not expected. Rather, the participants are suggested to apply their inquisitiveness and invest their best efforts to search out and identify the following issues:

- i. The nature of the impacts and outcomes of improved situations of host country/organization;
- ii. The effects of the tools, techniques, policy interventions and strategies utilized in development process of the host country/organization;

- iii. The challenges to integrate Agenda 2030 with on-going development plan and undertaken strategies and mechanism for implementation of SDGs;
- iv. The reasons for overall sustainability of the achievements and outcomes of the host county/ organization;
- v. The specific key learning points, the best practices and processes relevant to Bangladesh, arising from the foregoing inquiries;
- vi. The policy implications and replicability of those learning's and best practices in Bangladesh context.

### **4.3 After Completion of Overseas Training**

Following the completion of the overseas training, participants shall be required to submit a report or present their learning and experiences in a seminar/workshop.

## List of Module Directors

| Module No. | Module Name                                | Module Directors (not seniority-based)              | Contact Detail                              |
|------------|--------------------------------------------|-----------------------------------------------------|---------------------------------------------|
| 1          | Public Sector Ethos                        | <b>Dr. M. Arifur Rahman</b><br>MDS                  | m.arifurrahman@yahoo.com<br>01552468235     |
| 2          | Strategic Management in Public Sector      | <b>Dr. Sharif Muhammad Faizul Alam</b><br>Director  | sharif.bpatc057@gmail.com<br>01716405452    |
| 3          | Public Policy Analysis                     | <b>Dr. Mohammad Rezaul Karim</b><br>Deputy Director | rezapatc@gmail.com<br>01554339166           |
| 4          | Public Sector Reform/Innovation Initiative | <b>Dr. Md. Morshed Alom</b><br>Deputy Director      | mmapatc@hotmail.com<br>01552602056          |
| 5          | Partnerships and Negotiations              | <b>Mr. Mohammad Saiful Islam</b><br>Director        | saif_27th@yahoo.com<br>01738431111          |
| 6          | Digital Transformation of the Government   | <b>Dr. Md. Jahid Hossain Panir</b><br>MDS           | jahidhossain.panir@gmail.com<br>01712915194 |
| 7          | Economic Policy and Development Strategy   | <b>Dr. Md. Mohoshin Ali</b><br>MDS                  | mohoshin2005@gmail.com<br>01711489786       |
| 8          | Project & Procurement Management           | <b>Mr. Md. Rafiqul Islam</b><br>Director            | uzzal7040@yahoo.com<br>01716364952          |
| 9          | Cross-Cutting Issues                       | <b>Mr. Muhammad Nizam Uddin Ahammed</b><br>Director | nizamuddinahammed@gmail.com<br>01717158599  |
| 10         | Learning Good Practice                     | <b>Dr. Md. Zohurul Islam</b><br>MDS & CD            | zohur68@gmail.com<br>01716458964            |