

BPATC

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

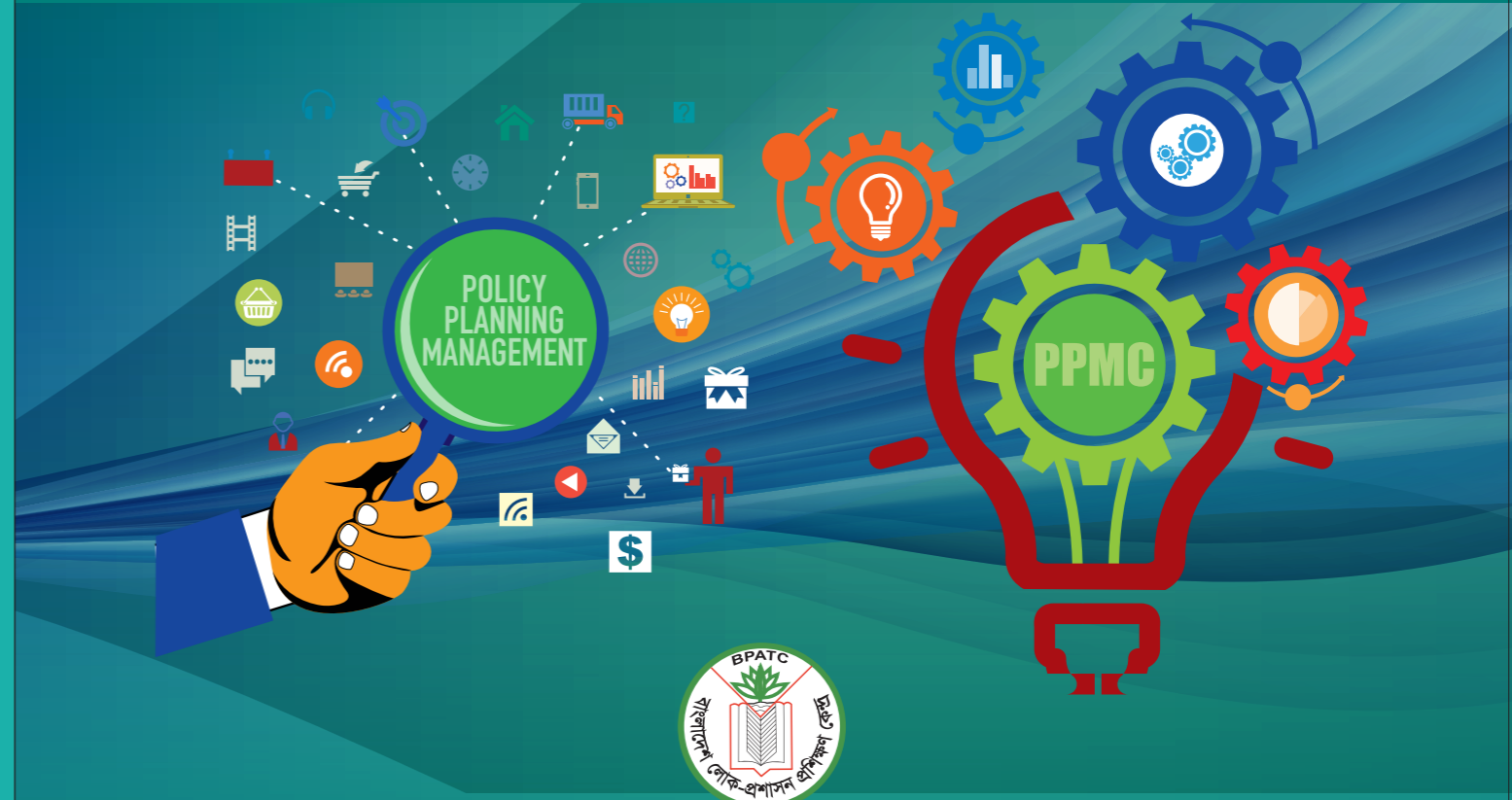
www.bpatc.gov.bd

Design & Print by: Next Step Communications, Call: 01896 11 54 76, E-mail: nextstepc20@gmail.com

27th Policy Planning and Management Course

(31 August – 11 September 2025)

CURRICULUM & BROCHURE



BANGLADESH PUBLIC ADMINISTRATION TRAINING CENTRE
www.bpatc.gov.bd

27th Policy Planning and Management Course

(31 August – 11 September 2025)

CURRICULUM & BROCHURE

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



BANGLADESH PUBLIC ADMINISTRATION TRAINING CENTRE

Savar, Dhaka-1343

www.bpatc.gov.bd

Copyright

Bangladesh Public Administration Training Centre (BPATC)
Savar, Dhaka-1343

Published by

Planning, Programming and Recording (PPR) Wing
Bangladesh Public Administration Training Centre

August 2025

27th Policy Planning and Management Course

Course Management Team (CMT)



Sayeed Mahbub Khan

Rector
(Secretary to the Government) &
Course Adviser



Dr. Md. Mohoshin Ali

Member Directing Staff &
Course Director



Hasan Murtaza Masum

Director &
Course Coordinator

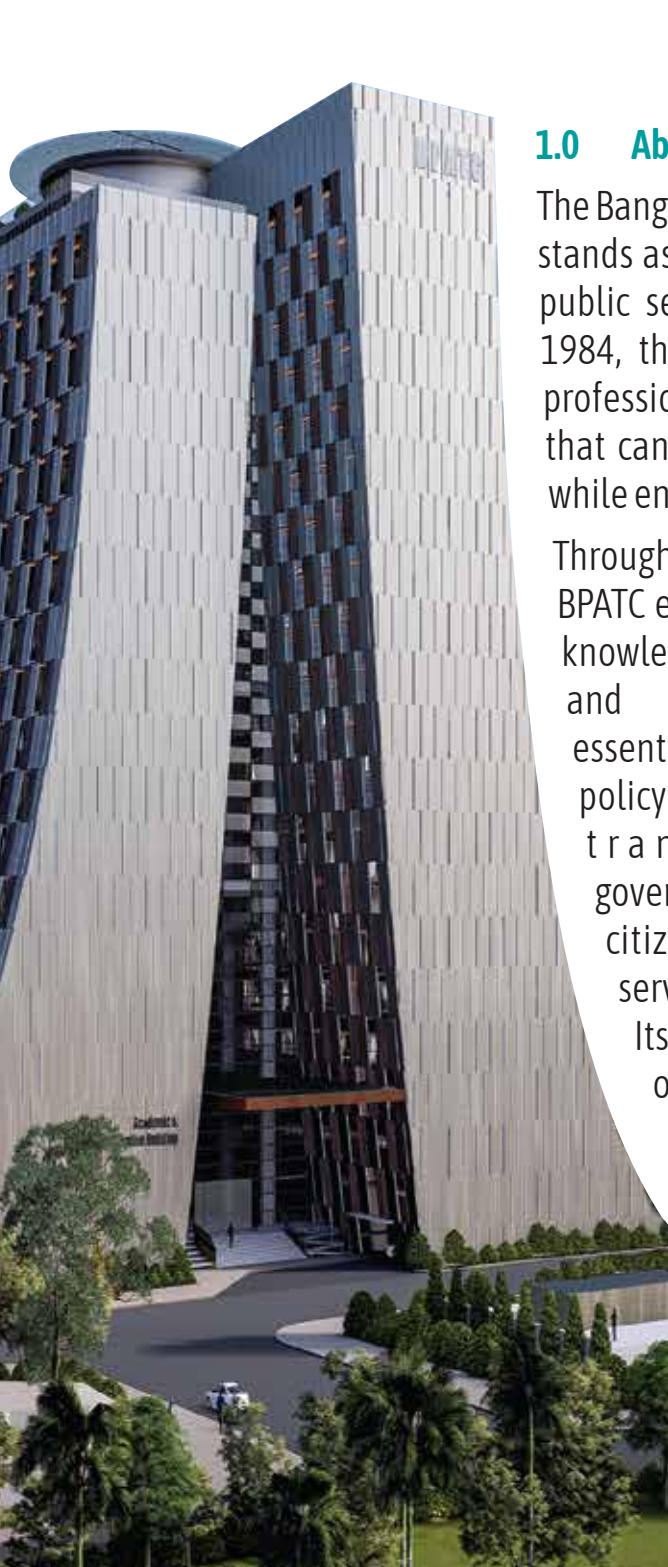


Rumana Tanjin Antara

Deputy Director &
Course Coordinator

TABLE OF CONTENTS

1.0 About BPATC	05
Vision of BPATC	05
Mission of BPATC	06
BPATC Theme	06
The Core Values of BPATC	06
2.0 Policy Planning and Management Course	07
2.1 Objectives of the PPMC	07
2.2 Specific objectives of the course are	07
2.3 Core Competency Domains	08
2.4 Training Methods	08
2.5 Overseas Training (OT)	08
2.6 Training Day Activity	09
2.7 Evaluation Methods	10
2.7.1 Evaluation by the Course Management Team & Evaluation Department	10
2.7.2 Grading	11
2.7.3 Individual Course Evaluation Report for Dossier	11
2.9 Requirements of the Course	11
3.0 Facilities of BAPTC	12
4.0 Course Contents of the PPMC	16
5.0 Guidelines for Overseas Training (OT)	22
5.1 Purpose of the Overseas Training	22
5.2 About presentation	22
Annexure-1: List of Module Directors	24
Annexure-2: List of Participants	25



1.0 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.

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.

Vision of BPATC

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

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-





2.0 Policy Planning and Management Course

The Policy Planning and Management Course (PPMC) strives to improve their competencies to bring about desired changes in public service management for the competitive future. The focus of the PPMC is to facilitate the trainee officers to analyze and review development policies and public service delivery management of the Government in the light of their wisdom and experiences they have gathered during their service life.

Participant: Additional Secretaries

Duration: 12-day core (plus Overseas training)

Policy Planning and Management Course is comprised of six modules. These modules cover issues relating to policy development perspective of the government, policy analysis and review and public service management.

The medium of instruction in classroom sessions will generally be English.



2.1 Objectives of the PPMC

The Policy Planning and Management Course (PPMC) is designed to equip senior civil servants with the strategic insight, leadership acumen, and policy intelligence required to navigate complex governance challenges and drive the government's transformative development agenda.



2.2 Specific objectives of the course are:

- Enhance strategic leadership and decision-making capabilities to enable participants to lead with foresight, integrity, and adaptability in high-level policy and administrative roles;
- Strengthen competencies in inclusive and evidence-informed policy formulation, implementation, monitoring, and evaluation, aligned with national priorities and global commitments;
- Develop the analytical ability to critically assess and align sectoral policies, institutional strategies, and cross-cutting development issues to ensure coherence, equity, and long-term impact;

2.3 Core Competency Domains

The course aims to achieve the following competencies as training outcomes:

- 01 Strategic Leadership & Foresight (SLF)
- 02 Evidence-Informed Policy & Evaluation (EIP)
- 03 Systems Thinking & Policy Coherence (STC)
- 04 Adaptive & Collaborative Governance (ACG)
- 05 Development Diplomacy & Global Partnership (DDG)
- 06 Implementation & Service Excellence (ISE)

2.4 Training Methods



Unlike other training courses of BPATC, more participatory approach to training is employed in the PPMC so that participants can share their experiences and wisdom they have gained from their service life. However, the following training methods will be employed in this course-

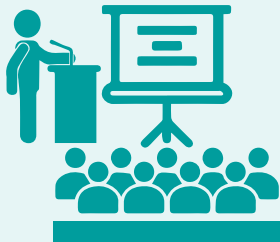
- Case Discussion
- Document Review
- Field Visit
- Group Presentation
- Group Work
- Leadership Talk
- Lecture
- Mapping exercise
- Panel Discussion
- Peer Review
- Q&A
- Reflections
- Simulation, etc.

2.5 Overseas Training (OT)



Overseas training is an integral part of the PPMC. Under this programme participants are exposed to some other country for ten days. During this visit they will have the opportunity to share experiences of policies, strategies, practices in the public service delivery with their counterpart in the visiting country. After this ten-day program beyond the 12 days long course, participants are required to present their group report in a 'Lessons Learned Workshop' (LLW) arranged by BPATC authority. Presentation of group report in the host country organization on the concluding day of the exposure visit is also a requirement.

2.6 Training Day Activity



06:00-07:00 (Tentative)	Morning Physical Training
07:30-08:15	Breakfast
08:30-09:30	1 st Session
09:40-10:40	2 nd Session
10:40-11:05	Health Break
11:05-12:05	3 rd Session
12:15-13:15	4 th Session
13:15-14:15	Lunch & Prayer Break
14:15-15:15	5 th 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

2.7 Evaluation Methods

Performance of each participant in the course will be evaluated in 300 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 No.	Title of Module	Evaluation Methods and Allotted Marks			
		Individual	Group	Total	
01	Governing for Transformation: State Capacity & Policy	-	GE-50	50	
02	Transforming Governance: 4th IR and Tech-driven Public Service	-	GA-25	25	
03	Financing Development: Budgeting, Public Procurement & Project Management)	-	GE-50	50	
04	Transition Strategy: Post-LDC Positioning, Negotiation & Global Integration	-	NS-25	25	
05	Driving Inclusive & Sustainable Development: Cross-Cutting Policy Challenges	-	PB-25	25	
06	Learning Best Practices (In-Country & Overseas)	In Country Visit	-	GA/P-25	25
		Overseas Training	-	GR/P-50	50
	Evaluation by Course Management Team & Evaluation Department	50	-	50	
	Total	50	250	300	

GA- Group Assignment, GE- Group Exercise, GP- Group Presentation, GR- Report, NS- Negotiation Simulation, P- Presentation, PB- Policy Brief

2.7.1 Evaluation by the Course Management Team & Evaluation Department

Following is the break-down of 50 Marks of Evaluation by Course Management Team:

Evaluation by	Subject of Evaluation	Allotted Marks	Total
Course Management Team (CMT)	Punctuality	05	20
	Table Manners and Dress	05	
	Appropriate observation of BPATC's norms and values	05	
	Participation in Co-curriculum Activities	05	
Evaluation Department	Speakers' Evaluation	10	30
	Attendance	20	
	Total		50

2.7.2 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

2.7.3 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 your dossier.

2.8 Requirements of the Course

As a participant of the course, you must 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.

3.0 Facilities of BPATC

Accommodation

PPMC is a fully residential course and during your time in BPATC you will live at the dormitory of 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 2nd floor. The cost of food is to be met from the course fee 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.

Support Service:



Md. Mahbubur Rahman, Dormitory Supervisor, 01704276416



Al Imran, Cafeteria Procurement Assistant, 01712431172



Robi Lal, Caretaker, 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 a 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 9th 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 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. Besides these, the library received a good number of books, journals, workshop proceedings, conventional and non-conventional research reports, annual reports, newsletters, and magazines as complimentary copies through exchange programmes with various local and foreign organizations. A 'Muktijuddho Corner' has been opened where almost all the books on our independence and war of liberation are available. A place as Civil Service Museum is under development at the ground floor of the library building.

The library remains open from 8.00 am to 10.00 pm without any break from Sunday to Thursday. It remains open from 4.00 pm to 10.00 pm on Friday and Saturday. A large number of readers use the library regularly. Every faculty member can borrow ten books, while a trainee can borrow four books at a time for one month. Photocopying facilities are also available on payment on the library's ground floor.

Librarian (AVR) is the key person to know more about the library. (cell no. 0174255395) (is working as Librarian of the Centre).

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 newly built 4-storeyed facility next to Officer's 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 advise 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.

Contact number of the Doctors:



Dr. Shamima Akter, Medical Officer, 01711001084



Dr. Bilkis Laila, Medical Officer, 01711073636



Dr. Syed Shamsul Arefin, Medical Officer, 01829673034



Dr. Rinat Fowjia Chandni, Medical Officer (Dental Unit), 01688904123

Emergency Number for Medical Purpose: 0172396111

Contact number of Physiotherapists:



Ratan Kumar Das, Physiotherapist, 01911574514



Minara Akter, Physiotherapist, 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 programs and 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.

4.0 Course Contents of the PPMC

Module-01 : Governing for Transformation: State Capacity & Policy

Evaluation Method : Group Exercise – 35 marks

Module Purpose : Strengthen participants' ability to diagnose state capacity, evaluate policy options using multiple lenses, and translate national development priorities into actionable public results.

Learning Outcomes : By the end of the module, participants will be able to:

- Assess strengths and gaps in Bangladesh's public administration systems related to delivering development visions.
- Apply structured policy evaluation tools (theory of change, criteria matrices, stakeholder mapping, cost-benefit, political feasibility) to real cases.

Total Module Time : 8 Hours

Module Details :

Code	Hrs	Session Title	Key Discussion Points	Method(s)	Competencies
1.01	2	Developing State Capacity for Policy Execution	State capacity theory; developmental state vs. role of the state; Comparative framing: lessons learnt from Asian tigers; Bangladesh's readiness mapping vs peers.	Lecture + Case Discussion + Group Work	SLF, STC
1.02	4	Policy Design & Evaluation in complex setting (Bangladesh Case)	Brief input on policy evaluation criteria (relevance, effectiveness, equity, sustainability, political viability); Teams work on a real policy (e.g., Social Safety Net reform, Climate Resilience Fund, Health Insurance Pilot etc.).	Mini-lecture; Group Case Work; Facilitated discussion; Peer Review Round	EIP, ACG
1.03	2	Leading Through Crisis: Adaptive Policy Responses	Adaptive policy intervention; presentation of crisis cases and policy responses (COVID-19 vaccine rollout; cyclone early warning; commodity shock). Framework for policy choices under crisis situations (leadership moves, data use, coordination gaps).	Interactive Case Simulation + After-Action Review	SLF, ACG

Module-02 : Transforming Governance: 4th IR and Tech-driven Public Service**Evaluation Method :** Group Assignment – 25 marks (600–800 words)**Module Purpose :** Prepare senior civil servants to harness emerging technologies and data systems to improve governance, service delivery, and accountability while navigating ethical, security, and institutional implications.**Learning Outcomes :** After the completion of the module, the participants will be able to-

- Analyze mega-trends (4IR, AI, data governance, platform states) shaping the future of government.
- Evaluate digital/public-sector technology initiatives for scalability, inclusion, and security.
- Identify strategic entry points for GovTech in Bangladesh ministries and field administration.

Total Module Time : 06 Hours**Module Details :**

Code	Hrs	Session Title	Key Discussion Points	Method(s)	Competencies
2.01	2	Digital Transformation of Government: Leveraging AI for Future-ready Governance	Digital Transformation of Government: Leveraging AI for Anticipatory Governance Understanding Anticipatory Governance: proactive vs reactive governance; Role of foresight, prediction, and scenario planning; AI in resource allocation, disaster management, public health, etc.; AI talent and digital literacy among civil servants; International best practices (e.g., Singapore, Estonia)	Lecture+ Case Presentation+ Group Activity (diagnosis of situation)+Q&A	SLF, STC
2.02	2	4 th Industrial Revolution and Transformation of Public Services	Overview of AI, IoT, blockchain, robotics, 5G, etc; its' relevance to public sector modernization; Personalized citizen-centric services; Data governance and cybersecurity policies; Local innovation ecosystem development (public-private-academic collaboration)	Demo Cases + Mapping Exercise +case example + Discussion	STC, ISE
2.03	2	Technology as a Governance Tool: Gap Analysis and Whole-of-Government Approach for Bangladesh	Technology as an Enabler of Good Governance; Digital platforms for citizen engagement and service tracking; Teams design a high-level digital reform (e.g., integrated licensing, grievance redress AI agent, climate risk data portal); Moving from siloed IT systems to integrated digital ecosystems.	Lecture+ group work+ Q&A	ACG, IDE

Module-03 : Financing Development: Budgeting, Public Procurement & Project Management)

Evaluation Method : Group Exercise – 50 marks

Module Purpose : Build high-level capability to align macro policy, budgeting, procurement management, and large-project execution with national development strategy and fiscal responsibility.

Learning Outcomes : After the completion of the module, the participants will be able to-

- Interpret budget choices through a political economy and public value lens.
- Identify procurement risk points and integrity safeguards in large public spending.
- Apply tools for project appraisal, monitoring, adaptive course correction, and delivery acceleration.

Total Module Time : 8 Hours

Module Details :

Code	Hrs	Session Title	Key Discussion Points	Method(s)	Competencies
3.01	2	Macro Policy, Fiscal Space & Development Priorities	Understanding Fiscal policy, monetary policy, and their coordination: growth, debt, climate finance, social spending trade-offs. Scenario game: reallocate constrained budget to meet SDG targets.	Lecture + Policy Simulation + Debrief	SLF, EIP
3.02	2	Public Procurement: Critical Issues (Bangladesh case)	Real procurement case (e-GP, framework agreements, international tender etc.); Risks and mitigation approaches; real case discussion	Case Dissection + Risk Mapping + Peer discussion	ISE, ACG
3.03	2	Project Appraisal to Monitoring & Evaluation: Understanding Critical Issues	Critical issues in project appraisal: Review of a real project M&E report; propose improvements.	Guided discussion + Document Review + Group Critique	ISE, EIP
3.04	2	Leading Mega & Fast-Track Projects	Experience Sharing: Governance structures, milestone challenges, crisis management. Participants extract leadership lessons.	Leadership Talk + Structured Q&A + Reflections	SLF, ISE

Module-04 : Transition Strategy: Post-LDC Positioning, Negotiation & Global Integration

Evaluation Method : Negotiation Simulation – 25 marks

Module Purpose : Prepare senior officials to navigate the policy, trade, financing, and diplomatic implications of Bangladesh’s LDC graduation and positioning as a resilient, competitive, upper-middle trajectory economy.

Learning Outcomes : After the completion of the module, participants will be able to-

- Analyze post-LDC shifts in trade preferences, financing terms, competitiveness pressures.
- Build negotiation strategies for bilateral, regional, and multilateral forums.
- Integrate mega-trends (geopolitics, supply chain shifts, climate transition) into national policy responses.

Total Module Time : 06 Hours

Module Details :

Code	Hrs	Session Title	Key Discussion Points	Method(s)	Competencies
4.01	2	Bangladesh Beyond LDC: Risks & Windows	Data-driven briefing; group mapping of sectoral exposure (RMG, pharma, ITES, agriculture).	Briefing + Sector Mapping Exercise	SLF, DDG
4.02	2	Geo-Economics & Regional Architecture	RCEP, BBIN, BIMSTEC, Indo-Pacific dynamics. Participants analyze one platform’s strategic value for Bangladesh.	Interactive Brief + Comparative Table Work	STC, DDG
4.03	2	Negotiation Simulation (Market Access & Transition Support)	Role-play: Bangladesh team vs Development Partners/ Trading Bloc. Concessions, safeguards, transition finance. Negotiation Simulation.	Simulation + Negotiation Skills analysis + Debrief	DDG, ACG

Module-05 : Driving Inclusive & Sustainable Development: Cross-Cutting Policy Challenges

Evaluation Method : Policy Brief–25 marks (600–800 words)

Module Purpose : Engage participants in deep, comparative examination of priority development challenges facing Bangladesh, linking them to fiscal choices, and institutional capacities.

Learning Outcomes : After the completion of the module, participants will be able to-

- Diagnose structural and emerging development challenges using cross-sector data. (EIP,STC)
- Identify policy levers across ministries and tiers of government. (ACG, IDE)
- Craft integrated, scalable policy responses that promote equity, resilience, and growth. (SLF, IDE)

Total Module Time : 10 Hours

Module Details :

Code	Hrs	Session Title	Key Discussion Points	Method(s)	Competencies
5.01	2	Policy & Institutional Reform Pathways	Rapid review of reform attempts (land, tax, civil service, decentralization). Teams map success factors & blockers.	Lecture and discussion + Q&A	SLF, ACG
5.02	2	Employment, Productive Inclusion & Remittance System	Labor markets, skills mismatch, migration systems, remittance-to-investment pathways, Possible policy intervention.	Mini lecture+ Case discussion+ work in group /Panel Discussion	STC, ISE
5.03	2	Energy Transition & Security for Bangladesh	Demand projections; renewables vs import; pricing politics; climate commitments. Teams do scenario planning to 2040.	Panel Discussion	STC, SLF
5.04	2	Food Systems Resilience	From farm productivity to nutrition outcomes; climate shocks; storage/logistics.	Lecture & Discussion	STC, IDE
5.05	2	Infrastructure & PPPs as Development Multipliers	Infrastructure gap; PPP models; risk-sharing; governance. Participants triage pipeline.	Panel + Case Discussion	IDE, ACG

Module-06 : Learning Best Practices (In-Country & Overseas)

Evaluation Method : In-Country Group Assignment/ Presentation – 25 marks; Overseas Group Report/ Presentation (Host 25 + BPATC 25) = 50 marks

Module Purpose : Enable participants to identify, analyze, and adapt high-performing governance, service delivery, and reform practices from domestic exemplars and international counterparts, and translate them into actionable policy recommendations for Bangladesh.

Overall Task : Under this program participants will visit a country for ten days. During the visit participants will come across policy, strategy, best practices in the public service of the host country and will find relevance with their learning at BPATC. Participants will make group presentations during their visit on issues set earlier and their presentation will be assessed by the host organization and management team.

On return, participants will prepare for a Lesson Learned Workshop (LLW) at BPATC. A detailed guideline for overseas training is following.

5.0 Guidelines for Overseas Training (OT)

5.1 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.

5.2 About presentation

The OT is a part and parcel of the core course of BPATC (specifically for ACAD, SSC and PPMC) and it will be evaluated applying specified mechanism and criteria under concerned module. A percentage of marks is allocated for the host organization. The

host organization will observe the level of participation in different academic activities (classroom session, study visits and preparation as well as presentation of group works) for evaluation purpose. After coming back to the BPATC/country, all the groups have to present their group presentation on the specified themes which is also a part of evaluation under module titled “Learning Best Practices”.

Coverage of Presentation in Host Organization

Each group has to present a group presentation on specified theme in Lessons Learned Workshop (LLW). The presentation will cover the following issues:

- a. The perceived outcomes of improved situations of host country/organization;
- b. The perceived effects of the tools, techniques, policy interventions and strategies utilized in development process of the host country/organization;
- c. The perceived challenges to integrate Agenda 2030 with development plans and undertaken strategies and mechanism for implementation of SDGs in host country;
- d. The perceived reasons for sustainability of the achievements and outcomes of the host county/organization; and
- e. A comparative analysis of perceived situations of host country with relevant conditions in Bangladesh.

Coverage of Presentation in Lessons-Learned Workshop

After coming back from the OT, the participants have to make group presentations on respective themes. Each group will get 10 minutes for presentation and 20 minutes for discussion including question and answer session. The Lesson Learned Workshop will be participated by the participants of on-going other batches of BPATC (like FTC, ACAD, SSC). The objectives of the Lessons Learned Workshop are to disseminate the lessons learned in OT as well as evaluation of the level of individual learning from the exposure visit.

The coverage of the group-presentation will be as follows:

- a. The perceived outcomes of improved situations of host country/organization;
- b. The explored effects of the tools, techniques, policy interventions and strategies utilized in development process of the host country/organization;
- c. The revealed challenges to integrate Agenda 2030 with development plan and undertaken strategies and mechanism of implementation of SDGs in host country;
- d. The internalized reasons for sustainability of the achievements and outcomes of the host county/organization; and as the conclusions
- e. The specific key learning points, the best practices and processes relevant to Bangladesh;
- f. The policy implications and replicability of those learnings in Bangladesh context.

In the Lesson Learned Workshop, each participant will be evaluated individually according to his/her contribution in presentation, response to the questions and comments. The evaluation criteria are as follows:

27th Policy Planning and Management Course**List of Module Directors**

Module No.	Module Name	Faculty Name and Designation (not seniority-based)
1.	Governing for Transformation: State Capacity, Policy & the SDGs	Dr. M. Arifur Rahman MDS
2.	Transforming Governance: 4th IR and Tech-driven Public Service	Dr. Md. Jahid Hossain Panir MDS
3.	Financing Development: Budgeting, Public Procurement & Project Management)	Mr. Numeri Zaman MDS
4.	Transition Strategy: Post-LDC Positioning, Negotiation & Global Integration	Dr. Md. Zohurul Islam MDS
5.	Driving Inclusive & Sustainable Development: Cross-Cutting Policy Challenges	Mr. Md. Atikuzzaman MDS
6.	Global Exposure: Learning Best Practices (In-Country & Overseas)	Course Management Team (CMT)

27th Policy Planning and Management Course

List of Participants

Participant Name	Designation	Current Posting Place
A S M Ashraful Alam	Additional Secretary	Additional Secretary, Ministry of Primary and Mass Education Bangladesh Secretariat, Dhaka.
A. H. M. Jahangir	Additional Secretary	Economic Relations Division (ERD, Ministry of Finance
A. K. M. Benjamin Riazi	Additional Secretary	Bangladesh National Parliament Secretariat
Abu Sayed Md. Kamruzzaman	Additional Secretary	Ministry of Science and Technology, Bangladesh Secretariat, Dhaka (Level: 9, Room NO: 914)
Bodrun Nahar	Additional Secretary	Secondary and Higher Education Division Ministry of Education
Fahmida Khanom	Additional Secretary, Environment	Ministry of Environment forest and Climate Change Bangladesh Secretariat
HOMAYRA BEGUM		undefined
Imtiaz Mahmud	Project Director	Department of Inspection of Factories and Establishments Ministry of Labour and Employment
MD Abdur Razzak	Additional Secretary	Ministry of Commerce
Md Abdul Mannan	Additional Secretary	Ministry Energy and Mineral Resource Division
MD. ANISUR RAHMAN		undefined
MD. DIN ISLAM		undefined
Md. Emdadul Hoq Chowdhury	Additional Secretary	Ministry of Land
Md. Mojibur Rahman	Director General (Additional Secretary)	Bangladesh Beauru of Educational Information and Statistics (BANBEIS)
MD. RABIUL ISLAM		undefined
Md. Saiful Haque Chowdhury	Additional Secretary	Ministry of Expatriates Welfare and Overseas Employment
MD. Salim Fakir, ndc	Additional Secretary	

Participant Name	Designation	Current Posting Place
Md. Ziaul Huq	Additional Secretary	Energy and Mineral Resources Division
Mohammad Mahbubur Rahman Bhuiyan	Managing Director (Additional Secretary)	Managing Director Bangladesh Services Limited Ministry of Civil Aviation and Tourism 1 Minto Road, Dhaka
MUHAMMAD ANWAR UDDIN		undefined
MUSRAT MEH JABIN	Additional Secretary	Programming Division, Planning Commission
Nurun Nahar	Additional Secretary	NEC-ECNEC Wing, Planning Division
OMAR MD IMRUL MOHSIN	Inspector General	Department of Inspections for Factories & Establishment
Shah Md Helal Uddin	Additional Secretary	Ministry of Planning
SHAMSHUR RAHMAN KHAN	Additional Secretary	Technical and Madrasah Education Division, Ministry of Education, Bangladesh Secretariat, Dhaka
YASMIN BEGUM		Cabinet Division, Bangladesh Secretariat, Dhaka-1000
ZIA UDDIN AHMED		
Hasan Khaled Foisal	Additional Secretary	Finance Division

Note

A series of horizontal dashed lines for writing notes.

Note