

BPATC

BUILDING EFFECTIVE,
INCLUSIVE AND
ACCOUNTABLE PUBLIC
ADMINISTRATION SYSTEM



Bangladesh Public Administration Training Centre

Savar, Dhaka - 1343



TRAINING CALENDAR

2025-2026

Design & Print by Next Step Communications. Call: 01855225442, 01850219343, E-mail: nextstepc20@gmail.com

Bangladesh Public Administration Training Centre

www.bpatc.gov.bd



TRAINING CALENDAR 2025-2026



BUILDING
EFFECTIVE, INCLUSIVE
AND
ACCOUNTABLE
PUBLIC ADMINISTRATION
SYSTEM



BPATC

Bangladesh Public Administration Training Centre

Savar, Dhaka-1343, Bangladesh
www.bpatc.gov.bd



Prepared by

Planning, Programming and Recording (PPR) Department

Bangladesh Public Administration Training Centre

Savar, Dhaka- 1343

June 2025



Sayeed Mahbub Khan
Rector
Secretary to the Government



Rector's Message

I am pleased to note the publication of BPATC's *Training Calendar 2025–2026*, which marks the fulfillment of the Centre's commitment to providing a wide range of training programmes for civil servants of the country. It is worth mentioning that BPATC has consistently published its annual training calendar since its inception in 1984.

In accordance with the BPATC Act 2018, which replaced the 1984 Ordinance, the Bangladesh Public Administration Training Centre (BPATC) stands as a statutory institution entrusted with the critical responsibility of developing human resources for the civil service. As the nation's premier training institution, BPATC is mandated to provide professional training, foster research, and facilitate collaborative partnerships to strengthen the administrative capacity of the civil service in pursuit of sustainable national development. In alignment with its mandate, BPATC conducts a wide range of training programmes for officers at different tiers of the public service. The Foundation Training Course (FTC) is the most significant training initiative of this Centre, being the longest in duration and involving hundreds of new civil service entrants each year. Beyond the FTC, the Public Administration Training and Higher Education Policy 2023 has institutionalized two advanced-level courses: the Advanced Course on Administration and Development (ACAD) for Deputy Secretaries and the Senior Staff Course (SSC) for Joint Secretaries. The Centre also conducts the Policy Planning and Management Course (PPMC) for Additional Secretaries, reaffirming its commitment to developing leadership capacity across all levels of the civil service. Encouragingly, ministries, departments, and autonomous bodies are showing increasing interest in enhancing the skills of their officials. To meet this growing need, BPATC continues to strengthen its training capacity—so that more public officials can benefit from its offerings. In this context, the training calendar is not just a routine publication but a planning and coordination tool. It helps the Centre streamline its training programmes, align schedules, optimize resources, and most importantly, allow prospective participants to prepare well in advance.

Therefore, the training calendar is more than a document—it is a platform for collaborative engagement between BPATC and its stakeholders, fostering synergy in our collective efforts. I believe that the effective use of public resources at BPATC to deliver quality training will reach a new level of impact with the publication of this calendar.

I extend my sincere appreciation to all who were involved in the preparation, compilation, editing, proofreading, and publication of this booklet. May our combined efforts lead to continued success and excellence in public service capacity building.



Prefatory Note



Bangladesh Public Administration Training Centre (BPATC) is the premier national institution dedicated to delivering effective, inclusive, and competence-based professional training. As the principal training arm of the Ministry of Public Administration, BPATC plays a pivotal role in translating the national vision into actionable outcomes through capacity development.

The Training Calendar serves as a powerful tool for planning onboarding and training needs, disseminating training-related information, and streamlining preparation efforts. It fosters a culture of continuous personal and professional development. The Training Calendar 2025–2026 has been updated to include all necessary information,



projections, and schedules for upcoming programmes to effectively meet the diverse training needs of our participants.

During the 2024–25 fiscal year, BPATC successfully organized a total of thirty-five training events, reaching 1934 participants. This included two Policy Planning and Management Courses (PPMC) with 36 participants, five Senior Staff Courses (SSC) with 152 participants, five Advanced Courses on Administration and Development (ACAD) with 151 participants, and two Foundation

Training Courses (FTC) attended by 958 participants. Additionally, twelve Special Foundation Training Courses catered to 357 participants. The Centre also hosted nineteen workshops and seminars on contemporary issues, engaging 992 participants where most of them were BPATC's faculty members. A Training of Trainers (ToT) course and a Research Methodology Course (RMC) were conducted for the newly appointed faculty members of the Centre to fulfill the criteria of their job confirmation. Besides those, a specialized course on R-Programming for 25 faculty members of BPATC was also conducted under the supervision of the Research section. Moreover, ten young officers got training on the Reform Initiative Implementation Action Plan (RIIAP) for three days.

For the fiscal year 2025–26, BPATC has planned to organize a total of fifteen core training courses with a target of engaging 1370 participants. The schedule includes four Policy Planning and Management Courses (PPMC) targeting 100 participants, five Senior Staff Courses (SSC) with 150 participants, four Advanced Courses on Administration and Development (ACAD) accommodating 120 participants, and two Foundation Training Courses (FTC) for 1,000 participants. The Centre also plans to conduct two short courses, one Training of Trainers (ToT)/Advanced ToT Course, and one Research Methodology Course (RMC), each designed for 25 to 50 participants. In addition, BPATC plans to organize several Special Foundation Training Courses (SFTCs) as well as Fundamental and Short Courses based on the requirements and requests from various government, semi-government, autonomous, and statutory bodies. The planning is underway to arrange three courses titled 'Advanced Course on Professional Development (ACPD)' for the Additional Directors of the Bangladesh Bank.

Furthermore, 12 workshops, seminars, conferences, or symposiums are scheduled, aiming to engage 480 participants, mostly by involving the faculty members. These training activities are expected to significantly contribute to enhancing the capacity and professionalism of public officials.

Beyond these scheduled programmes, the Centre will also host seminars on request for the officials of other institutes, conferences, and international programmes throughout the year to foster broader knowledge exchange and institutional learning.



Contents

Rector's Message	03
Prefatory Note	04
Introduction : About BPATC	08
Functions of BPATC: Training	10
Foundation Training Course (FTC)	11
Advanced Course on Administration and Development (ACAD)	15
Senior Staff Course (SSC)	19
Policy Planning and Management Course (PPMC)	23
Special Foundation Training Course (SFTC)	27
Specialized Courses	31
ToT on Pedagogy in Collaboration with HKS	31
Attachment Program for the Participants of Foundation Training Course, Bangladesh Bank	32
Functions of BPATC: Research and Consultancy	33
Functions of BPATC: Publications	33
Institutional Partnerships	34
Training Programme of the Year of 2025-2026	35
Training Course Name, Duration, and Number of Participants	35
Information of Key Training Courses held (up to June 2025)	36
Tentative Schedule for Core Training Courses of 2025-2026	37
Tentative Gantt Chart for the Training Programmes of FY 2025-2026	38

CONTENTS

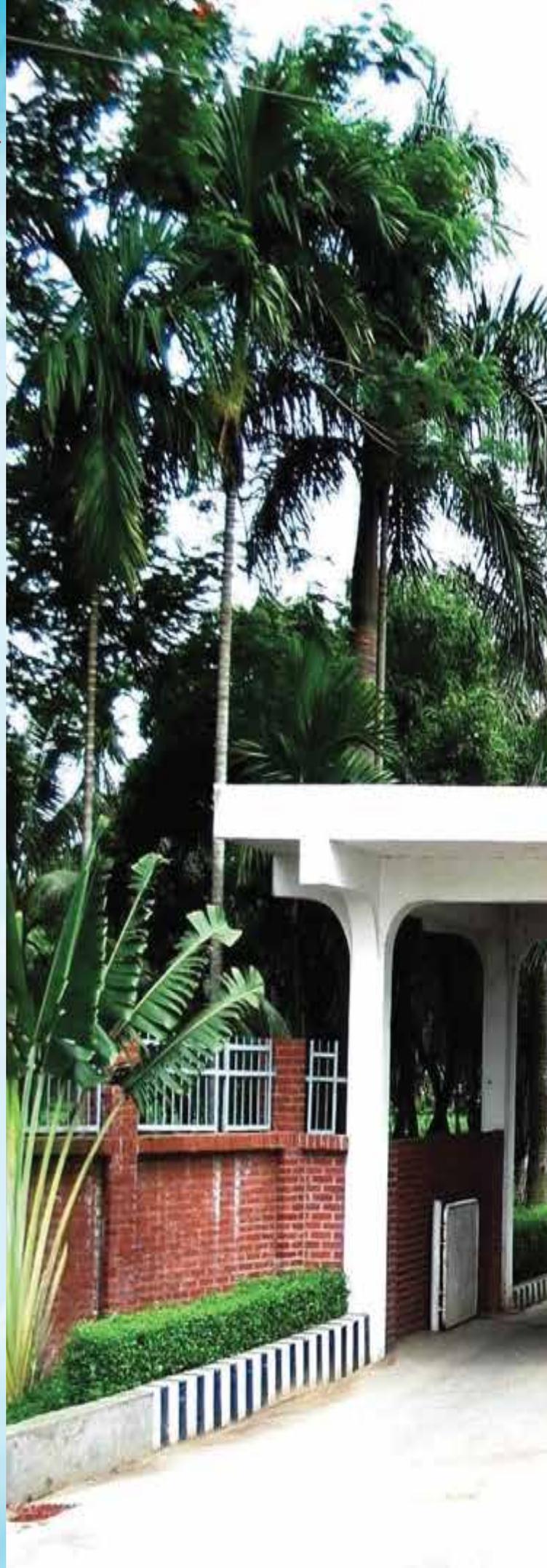


Introduction

About BPATC

Bangladesh Public Administration Training Centre is a key training institute since it was founded in 1984 after a merger of four discrete training organizations. Aptly known by its acronym, BPATC soon became the hub of civil service training in Bangladesh with a vision to expand beyond national boundary. In last four decades, BPATC has trained around 81,155 (eighty one thousands one hundred fifty five) government employees under core courses, special courses of various tenures and different workshops, seminars and conferences (32,511 officials), creating an everlasting footprint in the governance structure of the country.

The mandates accorded by the BPATC Act, 2018 entail, apart from conducting training programmes, research, publication, consultancy, curriculum development, partnership and so on. The centre is a statutory body governed by a board. At present, the board is headed by the Financial Advisor of the country. As the CEO of the organization, the Rector who is usually a secretary to the government is responsible for the regular management of the Centre. The Rector supported by other members of Faculty ensures that the mandates of BPATC are fulfilled to the utmost.



 Bangladesh Public Administration Training Centre
Savar, Dhaka-1343
বাংলাদেশ লোক-প্রশাসন প্রশিক্ষণ কেন্দ্র





FTC

ACAD

SSC

SFTC

PPMC

Short Course

Workshop

Fundamental
Training Course

Seminar

Orientation Course

Conference

Harvard ToT

Symposium

Functions of BPATC

Training

Since its inception, the Centre has turned into a trusted home of training for the officials of government, autonomous and non-government organizations. Courses organized by BPATC are of two kinds—core and non-core courses. Core courses are mainly flagship training programmes exclusively offered by BPATC; such courses include the 6-month long Foundation Training Course (FTC) for newly recruited members of Bangladesh Civil Service (BCS), the 2-month long Advanced Course on Administration and Development (ACAD) for deputy secretaries to the government, and the 45-day long Senior Staff Course (SSC) for joint secretaries. Moreover, BPATC organizes the 12-day long Policy, Planning and Management Course (PPMC) for additional secretaries to the government. All these courses are mandatory for civil servants.

The Centre also conducts a plethora of short courses to make officers aware of the government's policies, familiarize them with the Rules, Regulations, etc., and appraise them of the relevant reforms and changes. The Centre occasionally caters bespoke training, e.g., the Special Foundation Training Course (SFTC), to meet the specific demands of valued clients. In BPATC, the medium of instruction in classroom sessions is preferably English. The Centre encourages participants to develop their oral English skills, and as such, they are expected to speak English with colleagues and faculty members during their stay at BPATC. Participants must mandatorily abide by the norms, code of conduct, dress code, table manners, and standards set by the Centre and the National Training Council.

To ensure the quality and relevance of training programmes, BPATC prepares a well-structured curriculum and a set of implementation guidelines for each course. For effective curriculum development, two dedicated committees—the Curriculum Development Working Committee (CDWC) and the Curriculum Approval Committee (CAC)—play central roles. The CDWC examines feedback from previous course participants, explores comparative institutional practices, and proposes necessary improvements. The CAC then evaluates these recommendations and finalizes the curriculum for the respective training. This structured, consultative process allows the Centre to incorporate incremental yet impactful changes, keeping its training programmes aligned with evolving administrative needs.

Part-I: Core Courses

Foundation Training Course (FTC)

FTC is the most important core course which is mandatory for the probationers belonging to different cadres of the Bangladesh Civil Service (BCS). Since the new entrants in civil service come from diverse academic and social backgrounds, it is essential to ensure that the officer-trainees understand various theories, concepts, and issues on administration and development in general and public sector rules, regulations and procedures in particular. However, apart from enhancing the trainees' professional knowledge, the course also intends to enrich their manner and etiquette to enable them to perform their roles in the workplace with due sincerity, commitment, fairness, and objectivity.

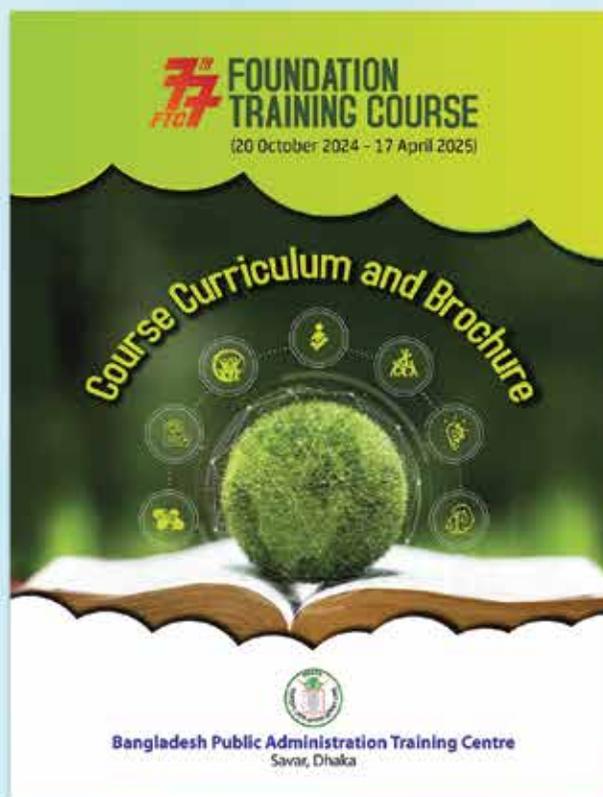
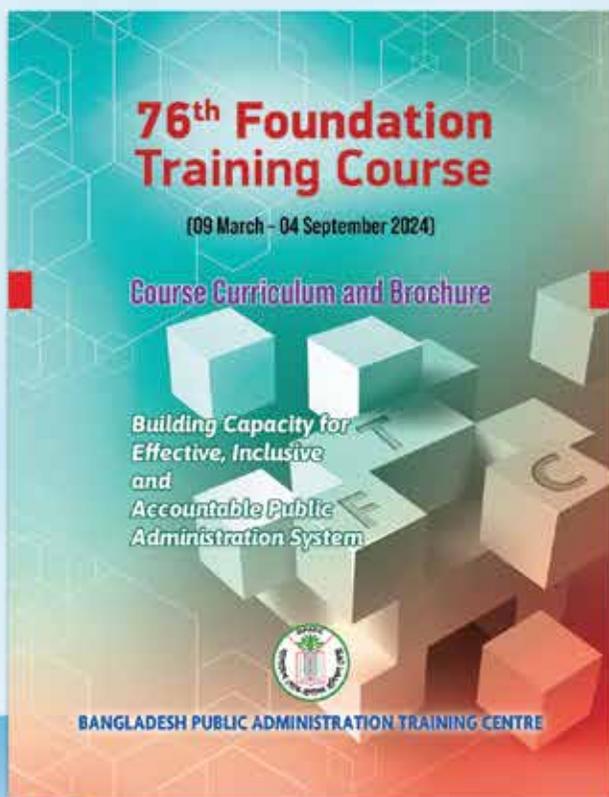


Participants of the 77th Foundation Training Course

The length of the Foundation Training Course is six months (180 days). The course consists of 26 modules, and they represent six broad thematic areas. Participants also get the opportunity to learn life skills like car driving and swimming during the course.



Overview of Foundation Training Course (FTC)



Foundation Training Course (FTC)

Duration: 180 days

Level of Participants: Grade-9, Entry Level Cadre Officers (except Health & Education Cadre)

Objectives of the Course:

- a) **Goal:** Transforming newly recruited civil servants into accomplished, competent and committed workforce for national development.
- b) **Objectives:** After completion of FTC, the participants will be able to:
 - Demonstrate the qualities of a competent and ethical civil servant;
 - Apply service rules, procedures, and innovative practices for effective office management and service delivery;
 - Appraise legal and institutional framework of governance for sustainable national development;
 - Develop strong physical, mental, and emotional wellbeing;
 - Enhance interpersonal skills in a professional setting; and
 - Foster esprit de corps and empathy across the civil service.

Brief Course Contents:

Bangladesh Studies, introduces trainees to the foundations of effective public service delivery through a broad and integrated understanding of civil service roles, ethical values, and institutional interdependence. The course explores the philosophy of FTC, responsibilities of civil service cadres, and essential aspects of behavioral science, including self-awareness, etiquette, and codes of conduct. It also addresses anti-corruption strategies, ethics, and social accountability tools such as NIS, GRS, CC, RTI, and APA. Participants gain insight into Bangladesh's socio-cultural evolution, the Liberation War, and national literature, shaping national identity and public purpose. Site visits, district and upazila attachments, and field-level case discussions deepen understanding of rural governance, livelihood development, and GO-NGO collaboration. Key focus areas include microfinance, mobile financial services, rural employment, and community-driven development—preparing participants for field-based challenges and nation-building responsibilities.

Trainees gain a foundational grasp of Bangladesh's Constitution, administrative structure, and legal systems under **Public Administration** theme. The module explores coordination between civil servants and elected officials, local governance challenges, and land management. Contemporary reforms, including those by PARC 2024, are discussed alongside good governance principles and policy formulation. Modern management approaches like BPR and the Whole of Government strategy are introduced to promote inter-agency efficiency and responsive public service.



The area of **Management Studies** develops leadership, organizational behavior, legal awareness, and financial discipline among trainees. Participants learn about HR practices, team dynamics, and decision-making. Legal modules cover the Government Service Act, conduct and discipline rules, and performance appraisals. Office management introduces secretariat protocols, digital tools like D-Nothi, and official correspondence. It also includes basics of economics and public financial management — budgeting, pay fixation, VAT, auditing, and welfare systems.

Focusing on national transformation, **Development Studies** covers economic planning, social justice, and environmental governance. Key topics include LDC graduation, youth entrepreneurship, and SDGs, particularly Goals 1, 4, 13, and 16. Participants explore gender equity, human rights, and climate resilience. Project and procurement management are taught using tools like Log Frame, DPP/TAPP, and e-GP. The social research module builds analytical skills through data collection, analysis (SPSS, Excel, R), and report writing.

The segment on **Skill Development** is designed with the components to enhance participants' soft and technical skills. Communicative Language modules build professional language proficiency in both Bangla and English. Digital literacy is emphasized through ICT tools, e-governance, and cybersecurity awareness. Book reviews and presentations strengthen critical thinking, while physical training ensures mental and physical well-being. Car driving lessons offer practical mobility skills necessary for fieldwork.

Lastly, at the Cross-Cutting Issues, trainees explore multifaceted issues impacting governance, from the 4IR and blue economy to migration, media, and foreign policy. Topics like corruption, food safety, intellectual property, and energy security are tackled, linking national priorities with global trends.

Evaluation: As per the Training Evaluation Policy (Amended 2024), the evaluation of Foundation Training Course is conducted in 1000 marks including 860 marks for individual assessment and 140 marks for group performance. Besides the academic performance, the concerned course management team observed the overall conduct and discipline of each participant and issue marks under 25. Likewise, after checking the attendance and regularity in evaluating speakers against each participant, the Evaluation Department provides marks under 25 as well.

Advanced Course on Administration and Development (ACAD)

Advanced Course on Administration and Development (ACAD) is a flagship training programme for the mid-career civil servants. While the course is mandatory for the deputy secretaries to the government, officials of the same rank from the Defense Services, Foreign Service and Bangladesh Police also join. BPATC organizes the course in collaboration with the Ministry of Public Administration as it provides the nominations for this training. This course follows a blended approach that emphasizes both theoretical and operational aspects of governance and development. The design of the modules of this course supports the participants to realize the purposes of the training.

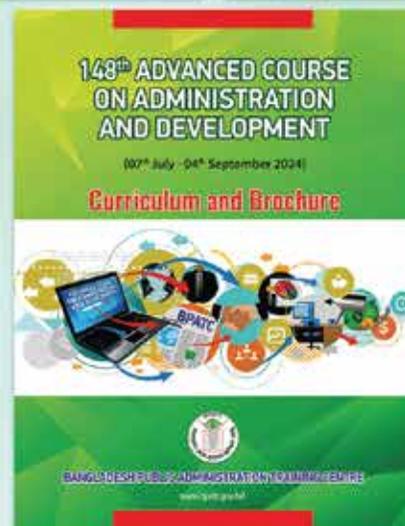
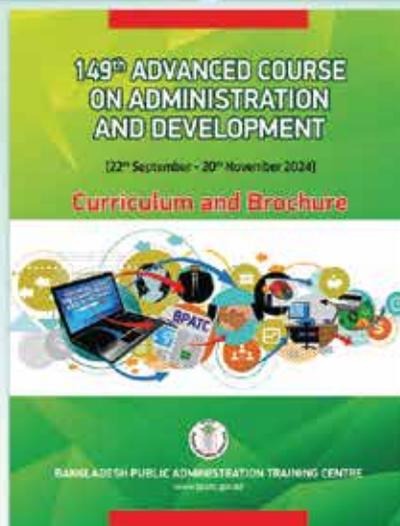
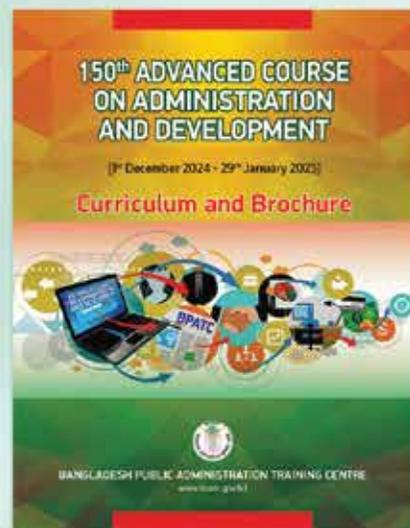
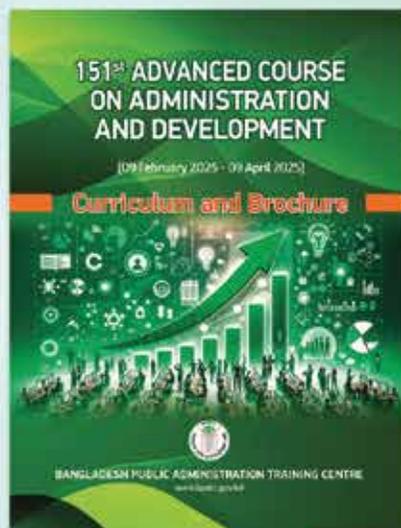
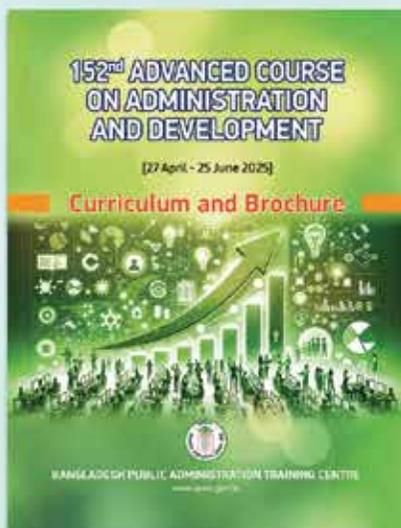
The ACAD has two segments: 60-day training at BPATC and 10 days overseas training in an international training/ academic institution.



The participants along with the CMT of the 151st ACAD



Overview of Advanced Course on Administration and Development (ACAD)



Advanced Course on Administration & Development (ACAD)

Duration: 60 days

Level of Participants: Deputy secretaries to the Government, and some officials of the equivalent rank from the Bangladesh Armed Forces, Foreign Service and Police Service.

Objectives of the Course:

- a) General: The overarching goal of the ACAD is “Enhancing Public servants’ competency in better policy formulation, implementation and strategic management to facilitate inclusive development in Bangladesh.”
- b) Specific: The objectives of the ACAD are to-
 - enhance executive leadership skills and strengthen managerial capabilities for achieving organizational goal,
 - harness critical thinking, problem-solving and decision-making ability to excel in evolving environment, and
 - foster policy formulation and implementation through effective communication and negotiation with stakeholders.

Brief Course Contents:

The **Advanced Course on Administration and Development (ACAD)** is structured around six thematic areas with 14 modules aimed at enhancing the governance, leadership, and analytical capacities of mid-level public officials. The first thematic area introduces core concepts of **Public Service Management**, digital governance, and personal well-being. It focuses on strategic planning, innovation, e-governance tools, emerging technologies like AI, and the importance of health and resilience for effective service delivery.

The second thematic area, **Public Policy Management**, equips participants with skills for evidence-based policy making and analysis through modules on policy processes, development planning, and governance research, including practical fieldwork and data-driven policy evaluation.

Economic Development, the third area, addresses macroeconomic planning, SDGs, project management, and procurement systems. Participants gain hands-on experience with tools like Logical Frameworks, e-GP systems, and PPPs, while examining Bangladesh’s



current growth trajectory alongside topics such as implementation issues of national development plans. The module also emphasizes the promotion of social business and entrepreneurship development as a key driver of inclusive economic progress.

The fourth area, **International Relations and Development**, builds capacity to navigate global diplomacy, trade negotiations, and development cooperation. A simulation exercise on international negotiations enhances practical understanding of consensus-building and strategic engagement.

The fifth thematic area, **Skill Development**, sharpens communication and presentation skills essential for leadership. Through public speaking, writing workshops, and debates, participants improve their professional articulation and critical thinking.

Lastly, **Cross-Cutting Issues** expose participants to emerging and interdisciplinary topics—ranging from climate change and energy policy to corruption, food security, and social inclusion. The program concludes with domestic and overseas exposure visits, fostering applied learning and comparative governance insights.

Evaluation:

The full evaluation is conducted in 850 marks, where individual performance carries 400 marks and group assessment 450 marks. With academic modules this course includes evaluation for domestic exposure visit (50 marks) and overseas training (100 marks). As like foundation training course, it also has marks for attendance, speaker evaluation, table manners & dress code, punctuality, code of conduct and participation.

Senior Staff Course (SSC)

Senior Staff Course (SSC) is for the policymaking-level officials of the government. While the course's main target group are the joint secretaries to the government, some officials of the equivalent rank from the Armed Forces, Bangladesh Civil Service Foreign Affairs Cadre and Police Cadre can also join it. To arrange the course as per the Training Calendar, BPATC requested the Ministry of Public Administration to nominate the participants. The purpose of SSC 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. The design of the modules of this course supports the participants to realize the purposes of the training.

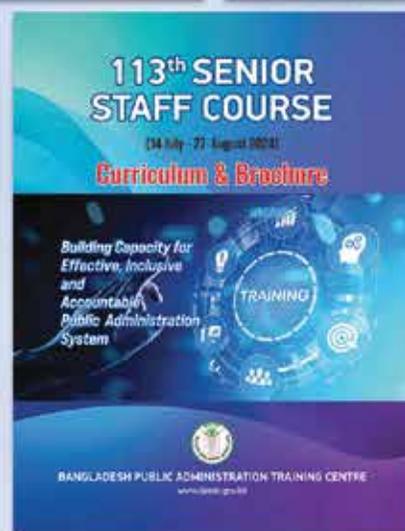
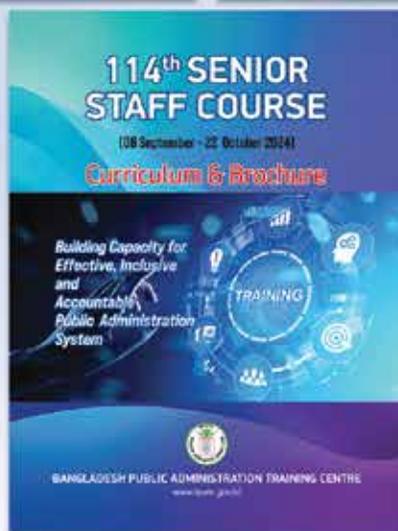
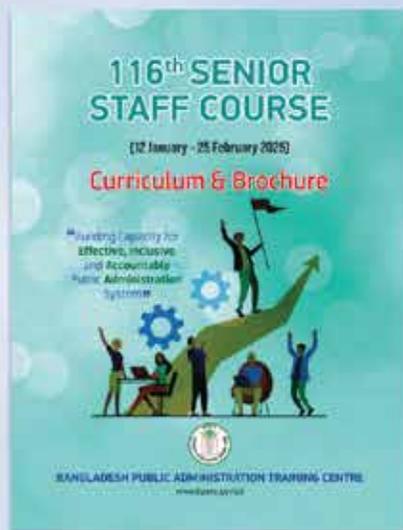
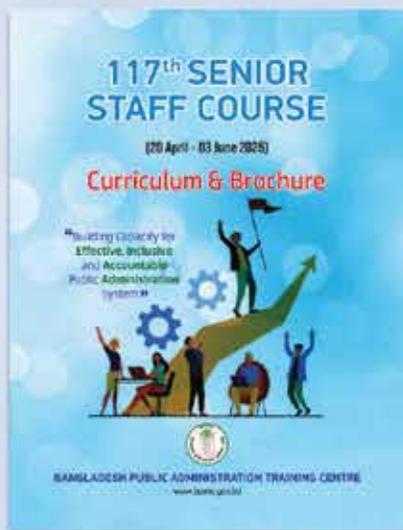


Closing Ceremony of the Sports Events held under 116th SSC

The course duration is 55 days with two segments: in-country training at BPATC and foreign exposure visit 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. The course is conducted through 10 academic modules, which are clustered into 4 thematic areas.



Overview of Senior Staff Course (SSC)



Senior Staff Course (SSC)

Duration: 45 days

Level of Participants: Deputy Secretary to the Government, and officials of the same rank from the Defense Services, Foreign Service and Bangladesh Police.

Objectives of the Course:

- a) **General:** 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.
- b) **Specific:** 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.

Brief Course Contents:

Public Sector Governance is a core thematic area of the Senior Staff Course (SSC), designed to enhance participants' understanding of ethical, strategic, and evidence-based approaches to governance. This area includes five integrated modules. One explores integrity mechanisms, leadership principles, and tools for promoting social accountability. Another focuses on public policy formulation, emphasizing processes, evaluation techniques, and collaborative strategies. A third module guides participants through designing, conducting, and presenting policy evaluation research. Participants also examine multi-level negotiation techniques, international cooperation frameworks, and key geopolitical considerations. The final module highlights the transformative potential of emerging technologies, particularly those related to the Fourth Industrial Revolution (4IR), in improving public sector performance and advancing national development. Together, these modules aim to equip senior civil servants with the skills and insights needed to navigate complex governance challenges.

The thematic area of **Development Strategies and Management** deepens participants' understanding of macroeconomic dynamics, development planning, and project implementation within the public sector. It comprises two key modules: Economic Development and Project & Procurement Management. The first one explores Bangladesh's development trajectory, including strategies for economic growth, alignment with the Sustainable Development Goals (SDGs), trade diversification, industrial policy, pathways for LDC graduation, and coordination of fiscal and monetary policy. It also addresses critical issues such as climate change, debt sustainability, and energy security. The second module equips participants with practical skills for planning and



managing infrastructure and social development projects. Topics include procurement procedures, contract management, FIDIC documentation, evaluation methods, and the use of sectoral appraisal formats. Through interactive sessions, this area promotes strategic foresight and operational efficiency essential for sustainable development.

Cross-Cutting Issues is a dynamic component of the SSC, designed to broaden participants' awareness of evolving trends in governance, development, and public policy. A dedicated module offers in-depth exposure to a wide range of contemporary topics, including public-private partnerships, civil service executive development, overseas employment and remittance prospects, education and labor market alignment, blue economy potential, and the pursuit of universal health coverage. Additional topics include demographic shifts and aging, social business concepts, parliamentary procedures, universal pension schemes, media relations, and Bangladesh's obligations under international human rights treaties—most notably its accession to the UN Convention on Enforced Disappearance. Delivered through expert-led discussions and panel dialogues, this module encourages critical reflection and the application of relevant insights to administrative and policy decision-making.

Skills Development focuses on enhancing participants' professional competencies through active and experiential learning. One module emphasizes communication proficiency, offering practice in policy debates, extemporaneous speaking, and reflective learning reviews. Another module is structured around domestic and overseas exposure. The domestic component allows participants to observe governance practices across a range of institutions and sectors within Bangladesh, with group assignments used to identify good practices and generate actionable recommendations. The overseas training offers exposure to development models and governance strategies from advanced and emerging economies. Together, these experiences aim to foster strategic thinking, cross-cultural awareness, and innovative approaches in public sector leadership.

Evaluation:

The evaluation of SSC is conducted within 750 marks where 275 marks are allocated for individual and 475 marks for group activities. This course also includes provision of learning best practices through domestic exposure visit and overseas training that carries 200 marks (equal for each segment). The participants of this course are evaluated for their attendance (20 marks) and daily speakers' evaluation (10 marks). The course management team monitors them for punctuality, table manners and dress, conducts and discipline, and participation in learning process under 20 marks.

Policy Planning and Management Course (PPMC)

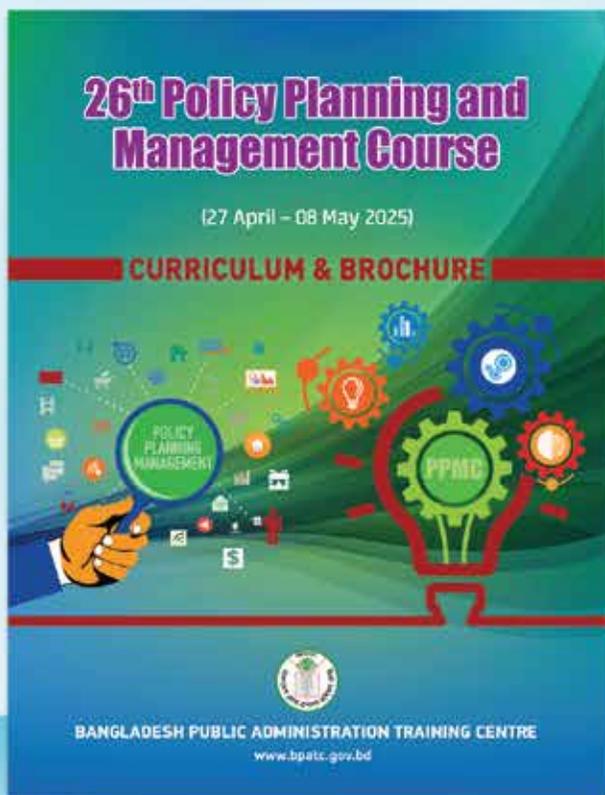
Policy, Planning and Management Course (PPMC) is for the additional secretaries to the government. To provide opportunities for the participants to enhance their capacity to critically analyze several sectoral policies and strategies the training method includes workshops, panel discussions, and group exercises are the principal means for conducting the sessions. This course also has two segments. 12-day long training at the BPATC and 10 days overseas training. Senior policymakers and academics conduct sessions of the course. The curriculum of this course covers six modules.



Participants of 26th PPMC paying homage at the National Martyrs' Memorial



Overview of Policy Planning and Management Course (PPMC)



Policy Planning & Management Course (PPMC)

Duration: 12 days

Level of Participants: Additional Secretaries to the Government

Objectives of the Course:

- a) **General:** The course aims at improving leadership qualities so that the senior civil servants attain the capacity of taking steering role to translate the development agenda of the government into reality.
- b) **Specific:** The specific objectives of the course are to-
 - enable Participants to contribute more to inclusive policy formulation, monitoring, evaluation and implementation;
 - improve efficiency to critically look into sectoral policies and other important aspects on inclusive development issues through leadership role.

Brief Course Contents:

The **Public Administration**, Public Policy and SDGs module deepens participants' understanding of governance in relation to development outcomes. It explores how state capacity and strategic policy interventions support the achievement of national visions and the Sustainable Development Goals. Real-life Bangladeshi case studies are used to apply policy evaluation theory and methods in practical settings.

The **Contemporary Governance** module exposes participants to the evolving interface between technology and civil service transformation. Discussions and workshops examine the impact of the Fourth Industrial Revolution and emerging digital tools on public sector effectiveness. The module encourages critical reflection on how innovation can be harnessed for governance enhancement.

In the **Budgeting, Public Procurement and Project Management** module, participants engage with macroeconomic policy tools and strategic planning mechanisms. Topics include procurement integrity, project formulation, DPP appraisal, and oversight of mega projects. Interactive sessions help participants understand how sound financial governance drives national development.

The **LDC Graduation** module prepares participants to understand and respond to the opportunities and challenges associated with Bangladesh's transition from Least Developed Country status. It explores the country's positioning in global and regional economic trends and the need for negotiation competence. Simulations and group discussions foster strategic thinking on international economic engagement.

The **Issues in Development** module covers key cross-sectoral themes such as institutional reform, employment generation, energy security, and infrastructure investment. Participants assess the roles of ministries



and public-private partnerships in promoting inclusive and sustainable growth. Emphasis is placed on the contribution of policy actors to transformative national strategies.

Through the **Reform Initiative/Innovation Implementation Action Plan (RIIAP)** module, participants design actionable solutions to pressing governance challenges. The focus lies on citizen service delivery, entrepreneurship, knowledge management, and results-based public management. Strategic leadership and institutional efficiency are positioned as essential drivers of reform.

The **Learning Best Practices** module combines in-country and overseas exposure to observe successful public service models. Visits to institutions at home and abroad allow participants to interact with practitioners and reflect on transferable insights. Outcomes are captured through group reports, presentations, and a structured Lessons Learned Workshop at BPATC.

Evaluation:

The evaluation of participants in the PPMC is conducted out of a total of 300 marks, comprising 50 marks for individual performance and 250 marks for group activities. Of the total, 175 marks are allocated for academic work, while 75 marks are reserved for national and international exposure visits. Like other courses, the Evaluation Department is responsible for awarding 30 marks, and the Course Management Team (CMT) awards the remaining 20 marks.

Part-II: Special & Other Courses

Special Foundation Training Course (SFTC)

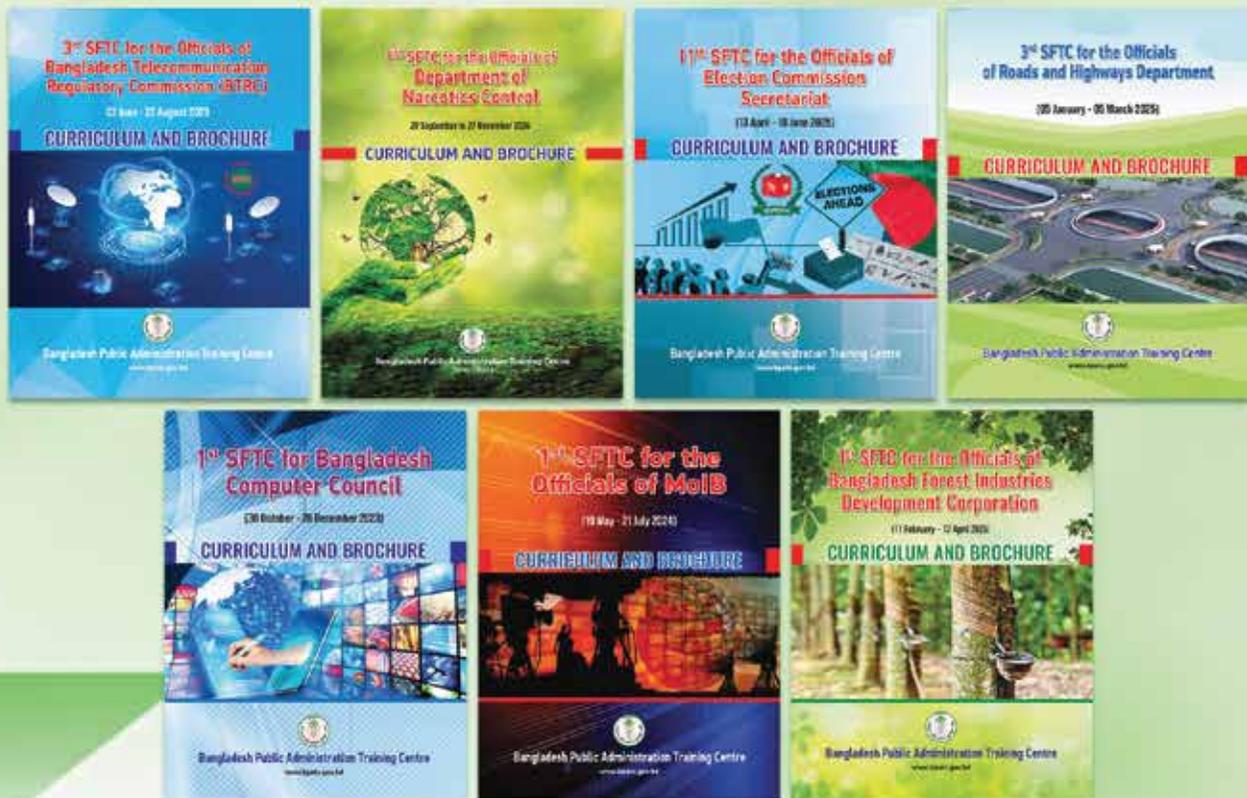
BPATC periodically arranges the two-month long special foundation training course (SFTC) for grade 9 officials including non-cadre promoted in grade 9 officials of different government bodies. Departmental SFTCs are organized on request of various department(s) on the condition of availability of training slot. SFTC is shorter in terms of duration and content. This course aims at building personality, stimulating creativity, and instilling leadership qualities in the officers, creating some common core values among the professionals, and developing the knowledge base required for a career-based service by generating some skills on some specific aspects relating to modern administration and management. The course content of SFTCs is developed according to the needs and priorities of the concerned departments.



Inauguration Ceremony of the 19th Special Foundation Training Course for the Officials of DoICT



Overview of Special Foundation Training Course (SFTC)



Special Foundation Training Course (SFTC)

Duration: 60 days

Level of Participants: Appointed cadre officers from non-cadre positions, officials (outside of cadre) of grade 9 and above, and promoted grade 9 and above officials of different government bodies

Objectives of the Course:

- a) **General:** The general objective of this course is to develop professional competencies of the participants for managing their own organization strategically with professional excellence. The principal aim is to foster participants' capacity to meet the upcoming challenges that the country will face.
- b) **Specific:** Through this course participants will be able to-
 - recognise their role as public servants in a changing national and global environment;
 - identify individual strengths and weaknesses and promote interpersonal relations in overall management through interaction among the trainee officers of various cadres;
 - develop an insight on national goals and objectives through analyzing socio-cultural, political and economic development issues, strategies and processes realistically;
 - understand and adhere to the basic service norms, rules, policies and procedures;
 - learn skills on the practical aspects of management process;
 - communicate in English with accuracy and reasonable fluency;
 - foster esprit de corps, empathy, common perception and understanding among diverse stakeholders;
 - enhance work skill through physical and mental labour to meet arduous challenges; and
 - develop the team spirit in performing their task to achieve the organisational goal.

Brief Course Contents:

While conducting the Special Foundation Training Course (SFTC), the curriculum is thoughtfully tailored to harmonize the core content of BPATC's Foundation Training Course with the specific institutional needs of the participants. A dedicated module is assigned for organization-specific issues, while the remaining content is selected through rigorous review by curriculum development committees. The programme begins with **Bangladesh Studies**, examining the country's anthropological roots, social structure, cultural identity, Liberation War, natural resources, and the role of social business and cooperatives. **Behavioral Governance** promotes ethical public service through mindset change, empathy, manners, dress code, and anti-corruption strategies like public hearings. **The Constitution of Bangladesh** covers the state's structural framework, roles of constitutional



bodies, and the rights and duties of civil servants. **ICT and e-Governance** introduces digital governance concepts, e-services, D-Nothi, AI applications, 4IR, and cybersecurity concerns.

Organizational Management and Leadership focuses on HR practices, leadership development, communication, strategic tools like SWOT and PESTLE, TQM, performance appraisal, conflict resolution, and coordination. **Public Management and Governance** explores development administration, governance models, policy formulation, local government dynamics, and tools like NIS, APA, RTI, and GRS, along with the role of media in governance. **Service Rules and Administrative Procedures** provides an in-depth look at conduct rules, the Public Service Act, pensions, seniority, leave, Secretariat Instructions 2024, communication formats, office management, and tribunal mechanisms. **Sustainable Development Goals (SDGs)** covers the shift from MDGs, localization of SDGs, implementation strategies, and special focus on Goals 16 and 17. **Public Procurement** details legal frameworks like PPA 2006 and PPR 2008, procurement methods, e-GP, tendering, and planning processes. **Economics and Economic Development** discusses micro- and macroeconomic principles, market systems, fiscal and monetary policy, budgeting under MTBF, and links to national planning and poverty reduction.

Public Financial Management enhances understanding of financial regulations, delegation of power, DDO roles, audit processes, TA/DA rules, income tax systems, and digital platforms like IBAS++. Project Management builds planning capacity through project cycles, RBM, log frames, DPP/RDPP, e-DPP, M&E, and PPP models. **English Language Skill Development** strengthens listening, speaking, reading, writing, workplace communication, and grammar. **Physical Conditioning and Games** addresses health impacts of sedentary life, exercise benefits, pain management, and includes daily yoga, jogging, and games. **Basics of Research** introduces research design, question framing, data handling, sampling, analysis, and report/proposal writing. **Field Attachment** offers practical learning through study visits and report presentations. **Contemporary Issues** explores national and global priorities including climate change, renewable energy, demographic shifts, startups, disaster risk reduction, official Bangla writing, GO-NGO collaboration, human rights, gender and leadership, coordination among agencies, health coverage, civil-military relations, and rumor management. Lastly, **Car Driving** provides theoretical insights into vehicle mechanics and traffic regulations, along with hands-on driving practice **over 18 days**.

Evaluation:

Participants are evaluated on a total of 800 marks, of which 540 are assigned for individual performance and 260 for group activities. Out of the total, 55 marks are specifically allocated to assess behavioural and attitudinal competencies. The Evaluation Department is responsible for awarding 30 of these marks, which include 20 marks for attendance and 10 for speaker evaluation. The remaining 25 marks are awarded by the Course Management Team (CMT), based on punctuality, table manners, dress, overall conduct and discipline, and participation in co-curricular activities—each carrying 5 marks.

Specialized Courses

Specialized training courses are also arranged by BPATC in response to the specific demands of various government and public organizations. These courses are scheduled in consultation with the concerned institutions and BPATC, ensuring mutual convenience. The Regional Public Administration Training Centre (RPATC), Dhaka, is considered a potential venue for hosting such programs. For example, in the financial year 2024–25, the 1st Basic Training Course for the Officials of the Department of Narcotics Control (DNC) and the 1st Special Fundamental Course for the Officials of the Anti-Corruption Commission (ACC) were conducted for officers belonging to Grade 10 and Grades 10 to 11, respectively. These two-month-long courses follow the general structure of the Special Foundation Training Course for common content, while institution-specific modules are developed to address the unique needs and functional priorities of the respective departments.

ToT on Pedagogy in Collaboration with HKS

Under the initiatives taken by the Governance Innovation Unit (GIU), the second batch of the Training of Trainers (ToT) on Pedagogy, in collaboration with faculty members of the Harvard Kennedy School (HKS), Harvard University, was conducted at BPATC from 14th July to 25th July 2024. Faculty Pool members from various government institutions across the country participated in the training. Among the twenty-eight participants, ten faculty members from BPATC also had the opportunity to join the programme.

The participants benefitted significantly from engaging with experienced international speakers. The programme leverages Harvard's expertise in adult learning methodologies and curriculum development to enhance the pedagogical skills and professional capabilities of trainers working in different domains of public administration.

This Harvard-ToT course at BPATC comprehensively covers a wide array of topics, including interactive teaching techniques like case study, simulation, flipped classroom, etc. The ultimate objective of this Harvard ToT initiative is to equip trainers with the knowledge and competencies required to effectively train and develop public sector professionals in Bangladesh—thereby contributing to the country's broader governance reforms and development goals.



The CMT and Resource Person welcome the participants of 2nd Harvard-ToT



Attachment Program for the Participants of Foundation Training Course, Bangladesh Bank

The 2nd Attachment Program for Bangladesh Bank officials (participants of the Foundation Training Course), held from 19 to 23 January 2025 with 128 participants, was designed to strengthen professional capacity and interpersonal skills through a well-rounded, immersive experience. Each day of this five-day-long attachment program was started with a morning physical training (PT) session to build discipline and promote wellness, followed by evening sports activities that were arranged to encourage teamwork and relieve stress. Academic sessions were conducted focusing on Bangladesh studies, public sector management, financial management, office management, communication, and behavioral science-related issues to foster efficiency and a positive organizational culture. Opportunities were given to a few participants to serve in the mess committee to cultivate teamwork and shared responsibility. A cultural program was arranged by the cultural committee to offer a platform for creative expression and camaraderie. The program was concluded with an evaluation through a presentation carrying 50 marks to assess participants' learning outcomes and practical application of acquired skills.



Trainee-officers from Bangladesh Bank paying homage at the National Martyrs' Memorial

Functions of BPATC

Research and Consultancy

As the think-tank of the government, the centre conducts research and provides consultancy services to the government and valued clients regarding administration and development to resolve imminent problems, strategic challenges and formulate sound policies. These emerging challenges are pertaining to training evaluation, technology, employment, economics, governance & innovation, environmental issues, human resource management, organizational development, leadership, perspective plan, etc. There is a research committee headed by the Vice-Chancellor of Jahangirnagar University with spaces for two external experts nominated by the BOD for executing the research activities of the Centre.



Publications

The Centre publishes BPATC English and Bangla Journals yearly. Bangladesh Journal of Public Administration and Bangladesh Lok-Prashashon Potrika are two renowned journals in the country. BPATC also publishes a central Training Calendar, Training Calendar for RPATCs, and Annual Report each year. It circulates BPATC Newsletter quarterly. Sometimes, center publishes special edition of books crafted by the faculty members or stakeholders. It achieves online the seminar papers prepared by the trainees and research reports conducted with the research grant of the centre. In addition, to disseminate the core findings of the completed research projects it publishes Policy Brief regularly. There is a publication committee headed by the Rector of the Centre, keeping a professor of Jahangirnagar University from the Department of Public Administration or Political Science as a member.





EDGE

ENHANCING DIGITAL GOVERNMENT AND ECONOMY



Institutional Partnerships

BPATC has established collaboration with different national and international institutions. Workshops, seminars, training courses, research and exchange of journals, case studies, and faculties are organized under collaboration programmes.

I. National Partnerships

BPATC has effective collaboration with a lot numbers of nationally leading Training Institutes, Universities, Professional and Research organizations of Bangladesh. The key national institutional partners of BPATC are: Defence Services Command and Staff College (DSCSC); Bangladesh Bank; Police Staff College Bangladesh (PSC); Anti-Corruption Commission (ACC); North South University (NSU); Aspire to Innovate (a2i), Department of ICT (DoICT) and JICA Bangladesh. The number of the institutional partners increases each year.

In the financial year 2024-25, BPATC has signed a Memorandum of Understanding (MoU) with a Project titled Enhancing Digital Government and Economy (EDGE), of the Bangladesh Computer Council (BCC) under the ICT Division.

II. International Partnerships

BPATC has established international collaboration with the Royal Institute of Management, Bhutan; Nepal Administrative Staff College, Nepal; HKU School of Professional and Continuing Education, Hong Kong SAR; Beijing Administration Institute, China; Sri Lanka Institute of Development Administration (SLIDA), International College of National Institute of Development Administration (NIDA), Thailand; University of Alabama at Birmingham, Duke Centre of International Development (DCID) of Duke University, USA; Macquarie University, CQ University, Curtin University, Australia; Hong Kong University School of Professional and Continuing Education (SPACE), Hong Kong; National Institute of Development Institute, Asian Institute of Technology (AIT), Thailand; Astana Civil Service Hub, Kazakhstan; Administrative Staff College of India (ASCI), Lal Bahadur Shastri National Academy of Administration, and Indian Institute of Public Administration (IIPA), India. With that, linkages with international organisations are established either directly by BPATC or through the Ministry of Public Administration.

TRAINING PROGRAMME OF THE YEAR OF 2025-2026

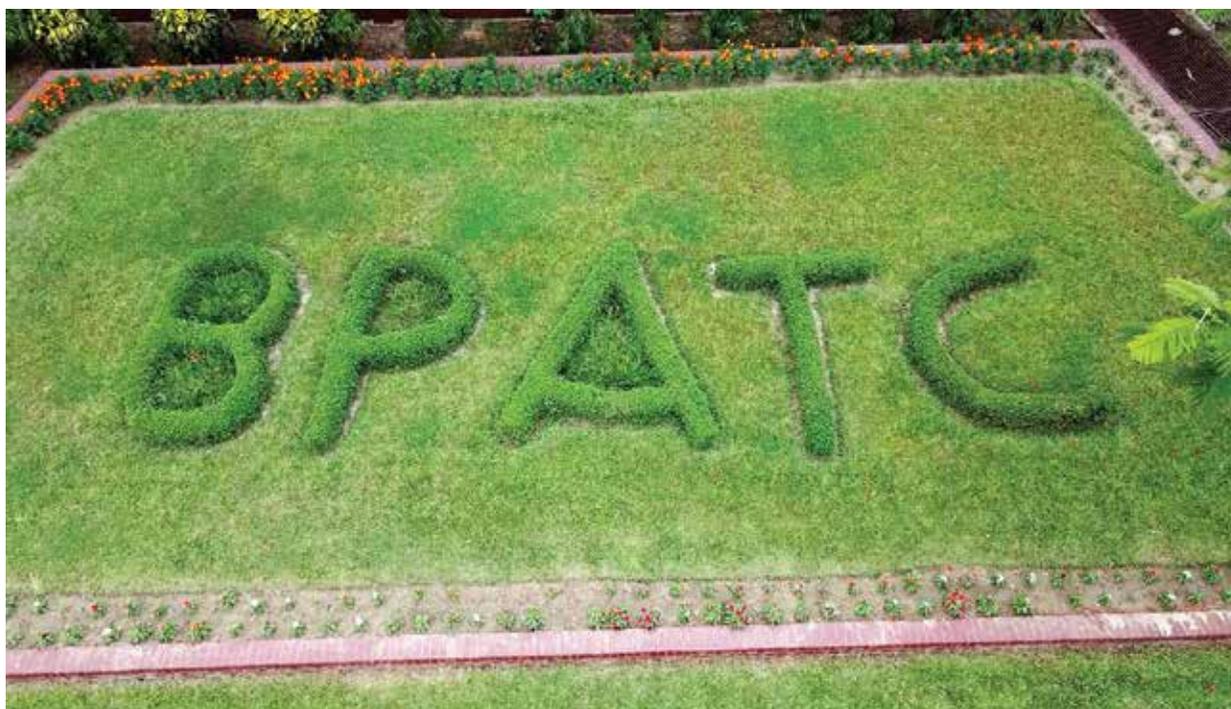
Training Course Name, Duration, and Number of Participants

Sl. No.	Name of the Courses	Duration / Days	Number of Courses	Desired Number of Participants [each course]	Minimum Acceptable number of Participants [each course]	Maximum Acceptable Number of Participants [each course]	Total Desired Number of Participants
1	Policy Planning and Management Course (PPMC)	12	4	25	20	35	100
2	Senior Staff Course (SSC)	45	5	30	20	35	150
3	Advanced Course on Administration & Development (ACAD)	60	4	30	20	35	120
4	Foundation Training Course (FTC)	180	2	600	300	600	1000
5	Special Foundation Training Course	60	4	30	20	35	120
6	Short Course	12	2	25	20	30	50
7	Training of Trainers (ToT)/Advanced ToT Course	12	1	25	20	30	25
8	Research Methodology Course (RMC)	12	1	25	20	30	25
9	Training of Trainers (ToT)/Advanced ToT Course	1/2	12	40	35	50	480



Information of Key Training Courses held in 2024-2025

Sl. No.	Name of the Courses	Number of Courses held	Total Number of Participants Attended
1	Policy Planning and Management Course (PPMC)	2	36
2	Senior Staff Course (SSC)	5	152
3	Advanced Course on Administration & Development (ACAD)	5	151
4	Foundation Training Course (FTC)	2	958
7	Special Foundation and other Specialized Courses	11	357
8	Short Courses	8	243
9	Training for Trainers (ToT)	1	14
10	Research Methodology Course (RMC)	1	18
11	Workshop/Seminar/Conference/Symposium	19	992
	Total	93	2921



Tentative Schedule for Core Training Courses of 2025-2026

Sl.	Course Name	Number of Courses	Course Title	Duration	Schedule of Course	
					Start Date	End Date
1	Policy Planning & Management Course (PPMC)	04	27 th PPMC	12 Days	24/08/2025	04/09/2025
			28 th PPMC	-do-	26/10/2025	06/11/2025
			29 th PPMC	-do-	28/12/2025	08/01/2026
			30 th PPMC	-do-	29/03/2026	09/04/2026
2	Senior Staff Course (SSC)	05	118 th SSC	45 Days	07/07/2025	20/08/2025
			119 th SSC	-do-	07/09/2025	21/10/2025
			120 th SSC	-do-	09/11/2025	23/12/2025
			121 st SSC	-do-	11/01/2026	24/02/2026
			122 nd SSC	-do-	12/04/2026	25/05/2026
3	Advanced Course on Administration & Development (ACAD)	04	153 th ACAD	60 Days	13/07/2025	10/09/2025
			154 th ACAD	-do-	21/09/2025	19/11/2025
			155 th ACAD	-do-	30/11/2025	28/01/2026
			156 th ACAD	-do-	05/04/2026	03/06/2026
4	Foundation Training Course (FTC)	02	78 th FTC	180 Days	22/06/2025	18/12/2025
			79 th FTC	-do-	18/01/2026	16/07/2026

The following 30-day course for the Additional Directors (Grade-04) of Bangladesh Bank is designed to be conducted as follows:

Sl.	Course Name	Number of Courses	Course Title	Duration	Schedule of Course	
					Start Date	End Date
5	Advanced Course for Professional Development (ACPD) (Tentative)	03	1 st Course	30 Days	17/08/2025	15/09/2025
			2 nd Course	-do-	28/09/2025	27/10/2025
			3 rd Course	-do-	21/12/2025	19/01/2026



Tentative Gantt Chart for the Training Programmes of FY 2025-2026

Bangladesh Public Administration Training Centre (BPATC) Gantt chart of the Training Programmes of BPATC for the Training Year 2025-2026

Programmes Sl.	Course Title	No. of Courses	2025							2026									
			July	August	September	October	November	December	January	February	March	April	May	June					
1	Policy Planning & Management Course (PPMC) - 12 days	4		24 Aug-04 Sep 2025 (27 th)															
						26 Oct-06 Nov 2025 (28 th)													
								28 Dec 2024-08 Jan 2026 (29 th)											
2	Senior Staff Course (SSC) - 45 days	5	07 July - 20 August 2025 (118 th)																
					07 September - 21 October 2025 (119 th)														
								09 November - 23 December 2025 (120 th)											
																		12 April - 25 May 2026 (122 th)	
3	Advanced Course on Administration & Development (ACAD) - 60 days	4	13 July - 10 September 2025 (153 th)																
					21 September - 19 November 2025 (154 th)														
4	Foundation Training Course (FTC) -180 days	2	22 June - 18 December 2025																
																			11 January -16 July 2026

Programmes	Sl.	Course Title	No. of Courses	2025							2026						
				July	August	September	October	November	December	January	February	March	April	May	June		
Special Courses	5	Advanced Course for Professional Development (ACPD) 30 days (Tentative)	03		1 st Course 17 Aug-27 Sep 2025												
					2 nd Course 28 Sep-27 Oct 2025												
									3 rd Course 21 Dec 2025-19 Jan 2026								
	6	Policy Dialogue	1														
	7	Special Foundation Training Course for others (60 days)	1														
	8	Short Courses	2														
Short Training Courses																	

