

123rd SENIOR STAFF COURSE

CURRICULUM & BROCHURE

17 May - 30 June 2026

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



BANGLADESH PUBLIC ADMINISTRATION TRAINING CENTRE

Savar, Dhaka-1343

www.bpatc.gov.bd

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

Published by

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

May 2026

123rd
SENIOR STAFF
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123rd SENIOR STAFF COURSE COURSE MANAGEMENT TEAM (CMT)



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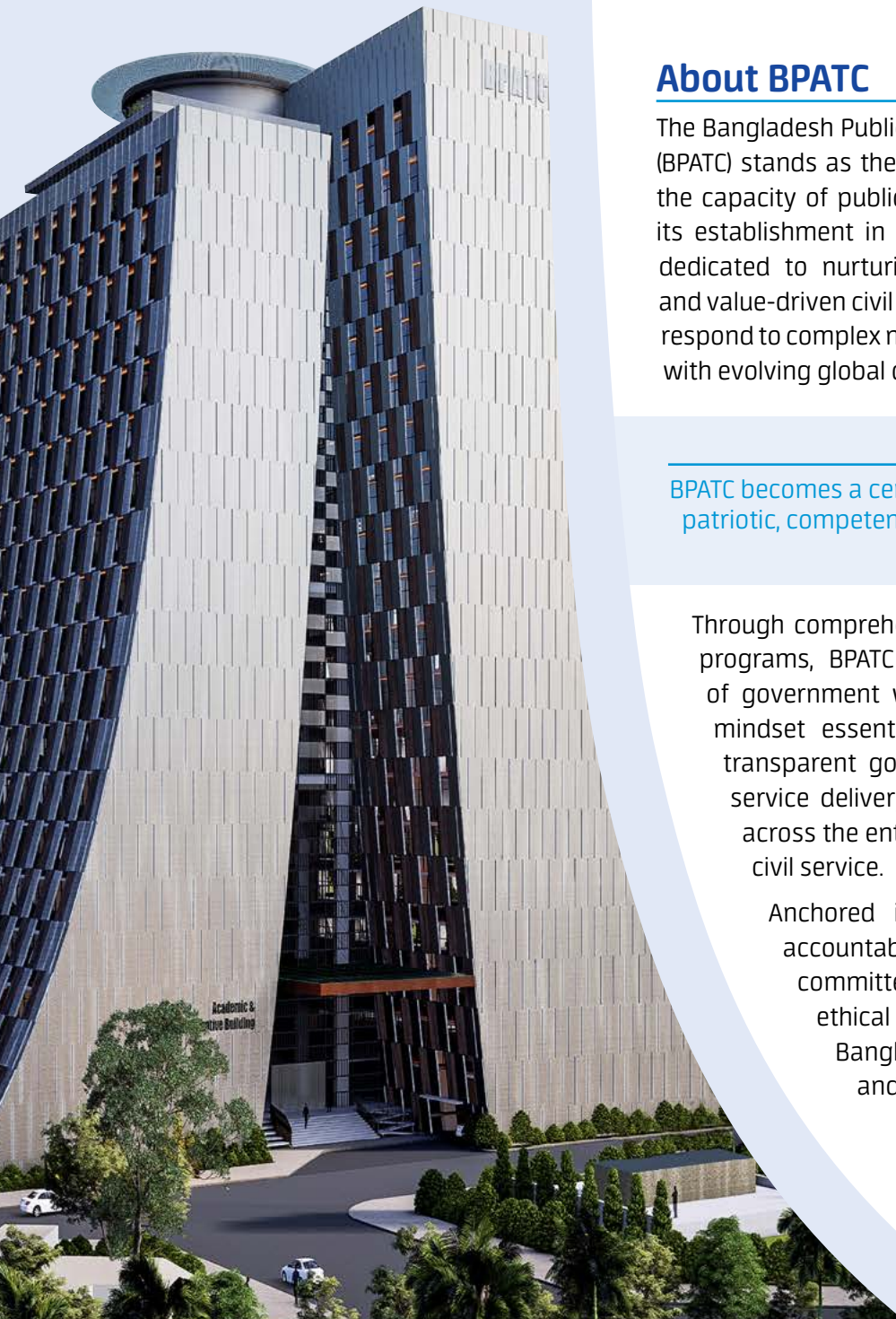
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About BPATC

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

Vision of BPATC

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

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

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

Mission of BPATC

We are committed to achieve the shared vision through-

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

BPATC Theme

Building an effective, inclusive and accountable public administration system.

The Core Values of BPATC

The core values of BPATC include-



1.0 Senior Staff Course



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

1.1 Goals and Objectives of the Course

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

The objectives of the course are-

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

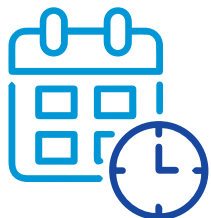


1.2 Key Features of the Course

1.2.1 Course Duration

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



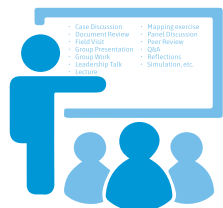


Items	No. of days
Inauguration, Course Briefing & Formation of Different Committee	01
Days for Training Sessions	20
Study Tour/Field Trips	02
Organization Visit	02
Field Attachment/Data Collection	03
Certificate Awarding and Closing Ceremony	01
Week-ends and Public Holidays	16
Total Working Days	29 (tentative)
Total days	45

1.2.2 Training Methods

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

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



1.2.3 Medium of Instructions

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

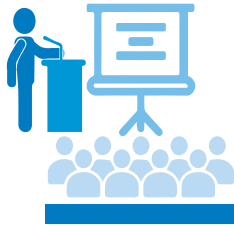
1.2.4 Resource Persons

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

1.2.5 Course Management Team (CMT)

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





1.2.6 Requirements of the Course

As a participant of the course, you 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.

1.2.7 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

1.2.8 Evaluation Methods

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

SL	Title of Module	Evaluation Method	Individual	Group
01	Module 1: Public Sector Ethos	Group Presentation	-	25
02	Module 2: Strategic Management in Public Sector	Group Presentation	-	50
03	Module 3: Public Policy Analysis	Individual Assignment + Presentation	50+25	-
04	Module 4: Public Sector Reform/ Innovation Initiative	Individual Action Plan + Presentation	50+50	-
05	Module 5: Partnerships and Negotiations	Simulation	-	50
06	Module 6: Digital Transformation of the Government	Group Assignment		50
07	Module 7: Economic Policy and Development Strategy	Group Presentation		50
08	Module 8: Project & Procurement Management	Group Assignment		50
09	Module 9: Cross-cutting Issues	Individual Assignment	50	
10	Module 10: Learning Good Practices			100+100
-	Evaluation by CMT		20	
-	Evaluation by Ev. Dept		30	
			275	475
Total Marks			750	

1.2.9 Evaluation by the Course Management Team & Evaluation Department

Following is the break down of 50 marks:

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

1.2.10 Grading

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



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

1.2.11 Individual Course Evaluation Report for Dossier

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

2.0 Facilities of BPATC

Accommodation

SSC 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 ground 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.



Md. Mahbubur Rahman

Dormitory Supervisor
Call: 01704276416



Abdullah Al Mamun Khan

Cafeteria Supervisor
Call: 01918397460



Robi Lal

Caretaker
Call: 01624236662

Auditorium and Mini-Auditorium

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

Library Facility

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

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



Md. Mamun-Or-Rashid
Librarian
Call: 0174255395

Computer Lab

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

Medical Facility

To provide the participants of various courses with healthcare and medical facility, BPATC runs a ten-bed clinic. BPATC clinic is housed in a newly built 4-storeyed facility next to BPATC Officers' Club. The Clinic offers medical facilities to the participants of all ongoing courses, members of the Faculty and Staff and their family members. The Clinic staff comprises five medical officers, two sub-assistant community medical officers (SACMO), two physiotherapists, one pharmacist, two senior staff nurses, two compounders, and two office assistants. OPD treatments are available during office time. Doctors are available at outdoor from 8:00 am to 9:00 pm. Emergency services beyond office time is also ensured by on-duty doctors. The Clinic also runs dentistry services. On arrival, participants of any course should go through a regular health check-up by BPATC doctors. For the duration of the course, participants are given free medical consultation, prescriptions, and other medical care. Participants are advised to take 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.



+ **Dr. Shamima Akter**
Medical Officer
Call: 01711001084



+ **Dr. Syed Shamsul Arefin**
Medical Officer
Call: 01829673034



+ **Dr. Bilkis Laila**
Medical Officer
Call: 01711073636



+ **Dr. Rinat Fowjia Chandni**
Medical Officer (Dental Unit)
Call: 01688904123



+ **Dr. S M Asaduzzaman**
Medical Officer
Call: 01719061247



+ **Dr. Faisal Rahman**
Medical Officer
Call: 01717878367

Emergency Medical Contact: 01723966111

Physiotherapy

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

Contact number of Physiotherapists:



Ratan Kumar Das

Physiotherapist
Call: 01911574514



Minara Akter

Physiotherapist
Call: 01677302243

BPATC Mosque

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

Recreation

As the course is very intensive, there is minimal scope for recreation. However, there are some television sets in the dormitories with dish connections. Facilities for playing Table Tennis, Carom, Chess etc., are available in the dormitories and indoor games hall as well. Participants will arrange cultural 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.



Course Contents of the SSC

THEMATIC AREA: PUBLIC SECTOR GOVERNANCE

Module 01: Public Sector Ethos

Evaluation Method : Group Presentation

Total Marks : 25

Session Hour : 06

Module Objectives :

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

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

Module 02: Strategic Management in Public Sector

Evaluation Method : Group Presentation

Total Marks : 50

Session Hour : 06

Module Objectives :

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

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

Module 03: Public Policy Analysis

Evaluation Method : Individual Assignment and Presentation

Total Marks : 75 (Proposal individual assignment: 50, Presentation: 25)

Session Hour : 15

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

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

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

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

Module 04: Public Sector Reform/Innovation Initiative

Evaluation Method : Individual Action Plan and Presentation

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

Session Hour : 14

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

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

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

Module 05: Partnerships and Negotiations

Evaluation Method : Simulation

Total Marks : 50

Session Hour : 12

Module Objectives :

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

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

Module 06: Digital Transformation of the Government

Evaluation Method : Group Assignment (Word Limit 800-1000)

Total Marks : 50

Session Hour : 11

Module Objectives :

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

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

THEMATIC AREA: DEVELOPMENT STRATEGIES AND MANAGEMENT

Module 07: Economic Policy and Development Strategy

Evaluation Method : Group Presentation

Total Marks : 50

Session Hour : 18

Module Objectives :

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

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

Module 08: Project & Procurement Management

Evaluation Method : Group Assignment (Word Limit 800-1000)

Total Marks : 50

Session Hour : 12

Module Objectives :

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

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

THEMATIC AREA: CROSS-DOMAIN GOVERNANCE TOPICS

Module 09: Cross-cutting Issues¹

Evaluation Method : Group Assignment

Total Marks : 50

Session Hour : 18

Module Objectives :

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

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

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

Module 10: Learning Good Practices

Total Marks : 200

Part I: Domestic Exposure Visit

Evaluation Method : Group Assignment (Word Limit 600-800) Total Marks: 100

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

Role of the CMT

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

Group Assignment

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

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

Part II: Overseas Training

Evaluation Method : Group Report Preparation and Presentation Total Marks: 100²

Sub-Module Objectives : To enable the participants to practically see, observe, and realize the development and trend of the progress of the visiting country. Overseas Training creates a unique opportunity for the participants to understand the critical factors of the visiting country's growth and success and their replicability in Bangladesh.

Management of the Overseas Training

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

² Breakdown of total marks: presentation at the host organization (overseas part): 50; presentation at the BPATC as lesson learned workshop (LLW): 50 (group report: 25 and individual participation: 25).

4.0 Guidelines for Overseas Training (OT)

4.1 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 country/organization;
- v. The specific key learning points, the best practices and processes relevant to Bangladesh, arising from the foregoing inquiries;
- vi. The policy implications and replicability of those learning's and best practices in Bangladesh context.

4.2 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 country/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:

- f. The perceived outcomes of improved situations of host country/organization;
- g. The explored effects of the tools, techniques, policy interventions and strategies utilized in development process of the host country/organization;
- h. The revealed challenges to integrate Agenda 2030 with development plan and undertaken strategies and mechanism of implementation of SDGs in host country;
- i. The internalized reasons for sustainability of the achievements and outcomes of the host country/organization; and as the conclusions
- j. The specific key learning points, the best practices and processes relevant to Bangladesh;
- k. 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:

List of Module Directors

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