

Development Administration (DA) Training Course for BCS (Administration) Cadre Officers

Course Objectives:

To provide BCS (Administration cadre) officials with the following skills/capabilities:

1. Critical thinking ability as a practitioner in Development Administration, Economics, Planning, Financial Management and External Economic Relations with a deeper appreciation of the broader context of its management.
2. Skills and insights required for related planning, management, analysis, implementation, monitoring, evaluation, decision making and forecasting.
3. To be able to apply the techniques, technology, tools and ICT skills required to work in the above-mentioned fields

Duration of sessions:

Ideally 2 hours in each session with scope for case studies, individual and group exercises, debate, role play, open discussion, FGD. Maximum Three sessions in a day (not exceeding a total of 06 hours per day inside classrooms)

Total duration of the course:

3 months (2 months 15 days at NADA and 15 days at an overseas training centre)

Evaluation:

Two comprehensive examinations will be taken during the training course. Participants are required to assignments on different topics approved by CMT in English, word length: Between 1750-2500 words. Participants will prepare 03 project documents: one DPP, one TAPP/TPP and one PCR Preparation; Field visit reports in English on Project visit. (Maximum 2500 words). Review of project document (One DPP/ TPP/PCR review) will take place during the training course. Presentation is compulsory for each participant/group.

Total marks for evaluation

Two Comprehensive examinations (50+50) = 100

Field Visit/Assignments = 30

Preparation/Review of project documents (DPP=40, TAPP=40, PCR= 40) = 120

Evaluation by course management = 20

Evaluation of Foreign Part= 30

Total marks for the course = 300

Qualifying grade:

Each participants has to pass with at least 50% of the total grade in each evaluation/assignments. After successful completion of the course a certificate will be issues by the authority. Failure to attend 90% of all sessions should result into disqualification for the course.

Part-A : National Academy for Development Administration (2 months 15 days)

Module-1: Fundamentals of Economics

Objectives:

- To understand basic concepts and theories of micro and macroeconomics;
- To introduce trainees to an understanding of the domain of economics as a social theory;
- To introduce to the main analytical tools which are used in economic analysis;
- To introduce to the main conclusions derived from economic analysis and to develop participants' understanding of their organizational and policy implications

Session Code	Topic	Training hour	Training Method
1.01	Introduction to Economics: Basic concepts of micro and macro economics, The theory of consumer behaviour: Supply and Demand, Utilities, indifference curves, demand elasticity, consumer surplus.	2h	L&D
1.02	The Theory of the Firm: technology and production function, returns to scale, the law of diminishing marginal return, fixed and variable costs, Short and long run cost.	2h	L&D
1.03	Markets: demand and supply, equilibrium, competitive industry (the competitive firm, entry and exit, short-run and long-run equilibrium, some comparative statistics), monopoly (the firm, monopoly and competitive equilibrium compared), natural monopoly, monopolistic competition (differentiated products, the firm's behavior, the role of entry), oligopoly (interdependence, game theory, reaction functions). Factors affecting labour market equilibrium (unions, immigration), returns to factors of production, economic rent, the income distribution, and the Gini coefficient. Market failures, externalities, government interventions, public goods, incidence of a tax	2h	L&D
1.04	Aggregation: the problem of aggregation, value added and the $NNP=Y$ identity, depreciation, the circular flow of income, real and nominal GDP, the government budget, automatic stabilisers (the financing of government), aggregate demand and equilibrium (IS), the multiplier and taxation, the role of fiscal policy, the paradox of thrift, imports and exports, the multiplier in an open economy.	2h	L&D
1.05	Money and Banking: the role of money, real balances, the liquidity preference approach and the demand for money (liquid assets), commercial banks and the supply of money (banks and the various multipliers), central banks and monetary control, equilibrium in the money market (LM).	2h	L&D
1.06	Prices, Inflation and the Phillips Curve: the effects of exogenous demand and supply shocks, inflation types, the Phillips Curve in the long-run and the short-run, and deflation.	2h	L&D

Session Code	Topic	Training hour	Training Method
1.07	Unemployment: types of unemployment, voluntary and involuntary unemployment, causes of unemployment, private and social costs, hysteresis.	2h	L&D
1.08	Exchange Rate Determination and the Money Sector: exchange rate regimes, the balance of payments, the foreign currency market, capital mobility, the rate of interest and the price of foreign currency, the effects of fiscal and monetary policies under fixed and floating exchange rates with and without capital mobility.	2h	L&D
Training hour		16h	

Module-2: Development Economics

Objectives:

- To have basic knowledge about economic development;
- To have knowledge on economic development in Bangladesh;
- To acquire knowledge on theories and model of development;
- To understand sustainability of development.

Session Code	Topic	Training hour	Training Method
2.01	The Meaning of Economic Development: Definitions and Interpretations of Economic Development, Various Dimensions, Key Aspects, Milestones in Development Thinking, Major Debates	2h	L&D
2.02	Measuring Development: The Challenge, Development Indicators and their Compatibility, The Human Development Index, Some Structural Characteristics of LDCs and DCs. Economic growth, inequality and development: The relationship between economic growth, inequality and development.	2h	L&D
2.03	Cross-country differences and macro models of development: Concept and measurement of economic development and the characteristics of developing countries. Models of economic growth and development including endogenous growth theories and multiple equilibrium models and their potential in explaining income disparities across countries.	2h	L&D
2.04	Classical and Neo-Classical Theories of Growth and Development: Balanced and Unbalanced Growth, Rostow's Stages of Growth, Harrod-Domar Growth Model, The Lewis Theory of Development, The Solow Neoclassical Growth Model, The New Growth Theory.	2h	L&D
2.05	Alternative Theories: Structural Change and Patterns of Development, The International Dependence Revolution	2h	L&D
Training hour		10h	

Module-3: Economy of Bangladesh

Objectives:

- To understand basic issues in Bangladesh economy;
- To have a working knowledge on the economic development of Bangladesh and recent trends.

Session Code	Topic	Training hour	Training Method
3.01	Overview of Bangladesh Economy: Economic Sectors and Indicators	2h	L&D
3.02	Understanding the economics of health, Industry, agriculture and education in Bangladesh	2h	L&D
3.03	Monetary & Fiscal Policies: Bangladesh Perspective	2h	L&D
3.04	Trade policy of Bangladesh	2h	L&D
3.05	National Income Accounting	2h	L&D
3.06	Energy and Food Security: Understanding the Links	2h	L&D
3.07	Public Private Partnership: Bangladesh Perspective	2h	L&D
3.08	Demographic Dividend: Opportunity and Challenges for Bangladesh	2h	L&D
Training hour		16h	

Module-4: Development planning

Objectives:

- To have knowledge on planning process;
- To have knowledge of relation between planning and development.

Session Code	Topic	Training hour	Training Method
4.01	Planning & Development: Concept, Types & Relationship; Various approaches to planning	2h	L&D
4.02	Context, Need and Stakeholder Analysis; Planning process and legislative framework in Bangladesh	2h	L&D
4.03	Role and Responsibilities of Planning Commission, ERD and Line Ministries in Formulation of Plans in Bangladesh.	2h	L&D
4.04	Development Plans: Short, Medium, Long-term, Central, Indicative Planning and Planning in Mixed Economy	2h	L&D
4.05	Development Philosophy-Realizing Vision through Action: Evaluating the Medium-Term Planning in Bangladesh	2h	L&D
4.06	Preparation of Annual Development Program (ADP) and Its impact on Development & AMS	2h	L&D
Training hour		12h	

Module-5: Financial Management

Objectives:

- To understand the relationship between budgeting, policy, and performance;
- To understand the impacts of Government budgetary decisions; and
- To explore methods of enhancing effectiveness of Government Policy decisions through budget auditing, monitoring and control.

Session Code	Topic	Training hour	Training Method
5.01	Financial Management in Bangladesh	2h	L&D
5.02	Audit and Accounts Rules & Procedures of Bangladesh	2h	L&D
5.03	Bangladesh Financial and Treasury Rules	2h	L&D
5.04	Preparation of Budget with MTBF	2h	L&D
5.05	Fund Release Procedure	2h	L&D
5.06	Delegation of Financial Power of Development Project	2h	L&D
5.07	Budgeting in Bangladesh: Various aspects, Ibas++, BACS, (Budget Accounting Classification System)	2h	L&D
Training hour		14h	

Module-6: International Economic Relations of Bangladesh

Objectives:

- To understand external economy of Bangladesh from the perspective of Economic Globalization and regional economic integration;
- Understand the international policy framework for economic development and external economic relations.

Session Code	Topic	Training hour	Training Method
6.01	Economic Globalization and Bangladesh; International Policy Framework for Economic Development; Understanding the link between the development of the international economy and the growth of national economies	2h	L&D
6.02	The global financial system: the international capital market, foreign exchange markets and related Institutions.	2h	L&D
6.03	Development Partners and their role in Development	2h	L&D
6.04	Foreign Direct Investment: Challenges and way forward in the context of Bangladesh	2h	L&D
6.05	International Labour Market: Understanding Remittance, International Labour Law and other critical issues.	2h	L&D

6.06	Mobilization of foreign assistance, grant and loan: Context, content and implications	2h	L&D
6.07	Debt service and debt sustainability: Bangladesh and Global Perspective	2h	L&D
6.08	Negotiation for foreign financing: Loan and Grant	2h	L&D
6.09	Economic Diplomacy: Global Recessions/Financial Crisis: Lessons for Bangladesh	2h	L&D
Training hour		18h	

Module-7: Project Management

Objectives:

- To have knowledge on the process of project management;
- To understand the content, context and implications of a project in a comprehensive manner.

Session Code	Topic	Training hour	Training Method
7.01	Fundamentals of Project Management: Contemporary and historical issues in global and Bangladesh context	2h	L&D
7.02	Governance Issues in Project Management	2h	L&D
7.03	Financial Issues in Project Management	2h	L&D
7.04	Managerial issues in Project Management: Motivation and Human Relations, Leadership and Team Building, Conflict Management.	2h	L&D
7.05	Total Quality Management & Time Management	2h	L&D
Training hour		10h	

Module-8: Preparation of Project Documents

Objectives:

- To be able to prepare project documents;
- To acquaint the participants with the tools and techniques of formulation appraisal, of development projects in order to improve their analytic competence.

Session Code	Topic	Training hour	Training Method
8.01	Project Planning and Project Cycle	2h	L&D
8.02	Logical Framework in Project Formulation, Goal/Objective oriented project planning	2h	L&D
8.03	Project Appraisal: Concept and Methodology	2h	L&D
8.04	Project Feasibility Study (PFS), EIA & DIA Guideline 2021	2h	L&D
8.05	Demand Forecasting and Market Feasibility Study	2h	L&D

8.06	Derivation of Cash Flow and Discounting Technique	2h	L&D
8.07	Financial Appraisal	2h	L&D
8.08	Economic and Social Appraisal	2h	L&D
8.09	Initial Environmental Examination (IEE), Environmental Impact Assessment (EIA) and Environmental Management Plan (EMP)	2h	L&D
8.10	Sensitivity and Risk Analysis, Socio-cultural and political considerations in Project Preparation	2h	L&D
8.11	Government project formulation tools & documents: PDPP, DPP/RDPP & TAPP/RTAPP .	12h	Exercise
8.12	Project Approval Procedure	2h	L&D
8.13	Project Implementation Technique (CPM and PERT)	2h	Exercise
8.14	MAF (Ministry Assessment Framework), SAF (Sectoral Appraisal Format)	4h	Exercise
8.15	PPS (Project Planning System)	4h	Exercise
Training Hour		44h	

Module-9: Development Administration

Objectives:

- To strengthen the knowledge base of participants in modern and more Sophisticated methods and techniques of implementation, monitoring and evaluation with emphasis on impact assessment of development projects.

Session Code	Topic	Training hour	Training Method
9.01	Development Administration: Concepts and Issues in Bangladesh Perspective	2h	L&D
9.02	Implementation, Monitoring, Evaluation: Key Concepts and issues; Role and responsibility of IMED in Monitoring and Evaluation of Development Projects	2h	L&D
9.03	Project Progress Report: IMED Forms	2h	L&D
9.04	EPMIS (Electronic Project Management Information System)	4h	Exercise
9.05	Project Completion Procedure and Preparation of PCR	2h	L&D
9.06	Exercise on Preparation of PCR	2h	Exercise
9.07	Analytical narratives on development failure and success: why do some countries 'de-develop' or succeed? Describe with relevant examples.	2h	L&D
9.08	Application of Artificial Intelligence and other related IT tools in Development Administration	2h	L&D
Training Hour		18h	

Module-10: Public Procurement: National and International Perspectives

Objectives

- To enable participants to properly plan their procurement activities and to effectively execute operations for acquisition of goods, construction of works and recruitment of consultants following the Public Procurement Rules 2008 and more generally in accordance with best international practices in public procurement.

Session Code	Topic	Training Hour	Training Method
10.01	Public Procurement Reform, Main Provisions, Procurement Process; Steps in Procurement Cycle; Risks factors; Procurement Competencies)	2h	L&D
10.02	Procurement Methods; Procurement Process in different methods; Delegation of Financial Power, Approval Procedure)	2h	L&D
10.03	Procurement Planning (Procurement Planning; Public Procurement Committees; Advertisement; Framework Contracts; Complaints & Appeals)	2h	L&D/Exercise
10.04	Contract Management and Dispute Resolution; Procurement Post Review; Procurement Ethics	2h	L&D
10.05	Tools and best practices to deliver Public Procurement (Procurement Practices by Major Development Partners; Sustainable Public Procurement)	2h	L&D
10.06	Procurement of Goods: (Goods procurement process for NCT) Preparation of Tender Data Sheet (TDS) & Technical Specifications; General Conditions of Contract (GCC); Particular Conditions of Contract (PCC) (Tender Opening & Evaluation Preliminary, Technical, Financial Evaluation, Post-Qualification)	4h	L&D/Exercise
10.07	Procurement of Works (Works Procurement Process (NCT) Instruction to Tenderers; Tender Data Sheet (TDS); Tender Forms; JVCA, General Conditions of Contract (GCC); Particular Conditions of Contract (PCC) (Bill of Quantities (BOQ); Tender Evaluation Works, Tender Opening, Preliminary, Technical, Financial Evaluation, Price adjustments; Contract Award, Performance and Closing, Works Contracts; Administration & Management)	4h	L&D/ Exercise
10.08	Procurement of Consultancy Services-1 (Methods for Procurement of Intellectual & Professional Services; Expression of Interest (EOI), Preparation of TOR; Review/Evaluation of EOI & preparation of Shortlist; Request for Proposal; Proposal Data Sheet (PDS); General Conditions of Contract (GCC) (LumpSum & Time based); Particular Conditions of Contract (PCC): Procurement of Consultancy Services-2 (Evaluation of Proposals: Technical, Financial, Combined Evaluation; Negotiations, Approval, Signing, Completion of the Process;	2h	L&D/ Exercise
10.09	e-GP: Introduction to e-GP, Features and Architecture	2h	L&D
Training hour		22h	

Module-11: Development (Infrastructural) works in Bangladesh

Objectives:

- To have managerial and administrative ability to implement public works;
- To have elementary engineering knowledge about public works.

Session Code	Topic	Training hour	Training Method
11.01	Construction Materials: Building and Communication Networks (Blocks, sand and stone: Characteristics, classification, test, standards and use. Cement type, standards and use; Steel: type and use; Timber: type, preservation and use. Color and paint; Plumbing and Fitting materials; Road construction materials: Kacha and Pucca road, Pre-work estimation: Engineer's estimates)	2h	L&D
11.02	Workmanship of work: Building and Communication Networks (Stages of Construction: Building, roads and culverts Unit price and measurement of Construction works Brick and mortar work; R.C.C. Works: Concrete mix, rod binding, formwork, casting; Plastering works; Curing; Paint & varnish Sanitary & water supply; Electrical works; Tendering process of Civil & Electric works)	2h	L&D
11.03	Standards and specifications (Bangladesh National Building Code and FAR (Floor Area Ratio) Site selection and Soil Investigation; Pile types and Pile Load Test Embankment, retaining wall and boundary wall: salient features and measures Foundation: types and choice of foundation Base and sub-grade preparation of pavements; Flexible and Rigid Pavements: Specifications and viability Culvert: types and selection)	2h	L&D
Environmental issues and Safety Measures			
11.04	Measures for environmental hazards: earthquake, salinity, river erosion, flash flood; Protective measures to landslide; Mitigation of Environmental pollution; Safety measures during construction	2h	L&D
Quality control			
11.05	Quality control aspect: Building construction; Quality control aspect: Road construction; Quality control aspect: Bridge/Culvert construction;	2h	L&D
11.06	Measurement Book: entry, checkup	2h	L&D
11.07	Land use policy and physical infrastructure development	2h	L&D
Training hour		14h	

Module-12: Book/ Project Document Reviews and Exposure Visit

Objectives:

- Learn the key components of effective development and technical project proposals.
- Explore methods for drafting and presenting development and technical assistance project proposals aligned with national development goals.
- Develop the ability to critically analyze and present structured book reviews relevant to development
- Analyze case studies and best practices from study visits to strengthen project planning and policy formulation in Bangladesh.

Session No	Topic	Training hour	Training Method
12.01	DPP/TAPP Review and Presentation	8h	Presentation
12.02	PCR Review and Presentation	2h	Presentation
12.03	Book Review and Presentation	4h	Presentation

12.04	Study Tour/Field visit	36h	Tour/Visit
12.05	Workshop/Seminar	12h	Presentation
Training hour		62h	

Module-13: Mathematic and Statistics for Development Administration

Objectives:

- To acquaint the participants with the theoretical knowledge of mathematics and statistics and their use in planning research and development activities;
- To acquire required quantitative skills for economic policy making;
- To be able to understand the quantitative evaluation of research related to development administration;

Session No	Topic	Training hour	Training Method
13.01	Basic Statistics & introduction of quantitative tools. Variable Types, Coding Variables, Value Labels, Working with Missing Values, Copying Variable Frameworks, Frequencies, bar charts, histograms, percentiles.	2h	L&D/ Exercise
13.02	Measures of Central Tendency-Mean, Median, Mode, Geometric Mean, Measures of Dispersion-Range, Mean Deviation, Variance Standard Error.	2h	L&D/ Exercise
13.03	Correlation, Regression and the Use in Planning, Evaluation, and Monitoring, Basic concepts of probability and normal distribution.	2h	L&D/ Exercise
13.04	Overview of Programming Language: Python	2h	L&D/ Exercise
13.05	Introduction to Statistical Package of Social Sciences (SPSS)& Defining SPSS –Functions, scope and usage of statistical analysis in business, economic and social sciences;	2h	L&D/ Exercise
13.06	SPSS Exercise	2h	Exercise
Training hour		12h	

Total Training/Session Hours- 268

Part-B: Overseas Training (15 days)

Module-14: International Trade: Theory, Policy and Legal Aspects

Objectives:

- To understand the concepts of comparative advantage and the gains from trade, by applying the theories covered in the course to concrete cases;
- To understand the determinants of the trade pattern between countries and assess its effects on the distribution of income between and within these countries;
- To understand the political economy of trade policy and the economic effects of different trade policy instruments;
- To understand the role of international trade bodies such as the WTO;

- To understand the effects of international trade on economic development, international politics/conflicts and the environment;

Session Code	Topic	Training hour	Training Method
14.01	Introduction to international Trade: International Trade Theories and Practices	2h	L&D
14.02	Comparative Advantage Model and Wages and Inequality Model	2h	L&D
14.03	The Standard Trade Model (Case Studies: FTA, Trade Bloc, CARTEL)	2h	L&D/Case study
14.04	Protection of National Interest in International Trade and Contracts	2h	L&D/Case discussion
14.05	Trade Policy Instruments and political Economy of Trade Policy	2h	L&D/discussion on example
14.06	- Intellectual Property Rights (IPR) regime and WIPO - Bangladesh in WTO and UNCTAD	2h	L&D/discussion on comparative study
14.07	Basic Concepts of International Investment Law	2h	L&D
14.08	Impacts of Artificial Intelligent (AI) on International Trade	2h	L&D
Training hour		16h	

Module-15: Negotiation of International Contracts: Legal and Political Economy Perspective

Objectives:

- To acquaint the participants with the skill and concerns in conducting international contracts and related negotiation;
- To acquire required practical skills for negotiation to protect and promote national interest and public welfare mandate;

Session Code	Topic	Training hour	Training Method
15.01	Introduction to Negotiation, Theories and Practices	2h	L&D
15.02	Rules of Negotiating International Trade Agreements	2h	L&D/case discussion
15.03	Negotiation Strategies and Techniques	2h	L&D/case discussion
15.04	Geo-political Perspective of Bangladesh in International Relations	2h	L&D
15.05	International Trade Issues and Bangladesh	2h	L&D
15.06	Political Economy and Negotiation: Bangladesh Perspective	2h	L&D
15.07	Mock negotiation sessions/Simulation	4h	L&D/case discussion
Training Hour		16h	

*Course Content may change depending on the training policies/facilities/capabilities of the host institution.

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অর্থনীতি বিভাগ
উপপরিচালক (সিনিয়র সহকারী সচিব)
জাতীয় উন্নয়ন প্রশাসন একাডেমি
জনপ্রশাসন মন্ত্রণালয়

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মোঃ শফিউর রহমান (১৩১৩৫)
পরিচালক (উপসচিব)
জাতীয় উন্নয়ন প্রশাসন একাডেমি
জনপ্রশাসন মন্ত্রণালয়

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এমডিএস (প্রশিক্ষণ ব্যবস্থাপনা, সফটওয়্যার)
উন্নয়ন, ফেলো এন্ড মেন্টরশীপ ব্যবস্থাপনা)
জাতীয় উন্নয়ন প্রশাসন একাডেমি
জনপ্রশাসন মন্ত্রণালয়