

Sustainable Development and Project Management (SDPM) Training Course

Course in Brief

OBJECTIVES OF THE COURSE

General: The primary objective of the training program is to equip the mid-level government officials (Deputy Secretary/Senior Assistant Secretary and equivalent officials including Project Director/ Deputy Project Director of development projects/programs) with required knowledge, skills and tools for hands-on practices relating to development planning and project management across the government system and its framework. Thirty participants will join in every batch. The program will be organized by the National Academy for Development Administration (NADA) under Ministry of Public Administration (MoPA), Government of the People's Republic of Bangladesh.

The secondary objective of the training is to provide government officers with necessary exposure to help develop negotiation, coordination, and leadership skills with a view to strengthening effective collaboration with development partners.

Specific: Participants will be able to equip themselves with the following skills/ capabilities:

- i) Critical thinking ability as a practitioner in Development Administration, Economics, Planning, Financial Management and development partnership landscape with a deeper appreciation of the broader context of its management;
- ii) Skills and insights required for planning, management, analysis, implementation, monitoring, evaluation of development project, and decision making and forecasting in different relevant fields of the economy;
- iii) Techniques, technology, tools, and ICT skills required to work in the above-mentioned field; and
- iv) Excellent communication and presentation skills.

COURSE DURATION

The duration of the course is eight weeks divided into two segments:

- i) seven weeks in-country training at NADA;
- ii) one-week foreign training to a designated institution.

The course plans to conduct preferably 3 sessions a day with **2.0 hours** in each session, totaling about 6 hours every day from Sunday to Thursday. The session starts at 09:00 am and ends at 04:30 pm along with possible extra hours depending on the circumstances. There will be a tea-break at 11:00 am for half an hour and a lunch & Prayer break at 13:30 pm for an hour. The course contents will be covered within 220 hours excluding all ceremonial functions like opening and closing programs; and any briefing time.

TRAINING METHODOLOGY

Depending on the contents of each module, training will be imparted through: i) Lecture; ii) Group discussions; iii) Exercise/ Simulation; iv) Case Study; v) Assignment; vii) Presentation; viii) Field visit; and ix) Report writing. Medium of instruction of this course is English. Instructors should use relevant software to further elaborate their discussions and enable the participants to practice with those software.

EVALUATION CRITERIA

- Comprehensive examination (Duration: 60 minutes, Analytical: 60%, MCQ and conceptual: 40%)
- Field Visit/Assignments
- Preparation/Review of 03 project documents:
(Group work) DPP- 1, TPP- 1, PCR- 1

Total marks for evaluation:

- Comprehensive examination = 50
- Field Visit/Assignments = 30 (Field visit 10, Assignments 20)
- Preparation of project documents = 80 (TPP = 20, DPP = 40, PCR = 20)
- Evaluation by course management = 20
- Evaluation of Foreign Part = 20

Total marks for the course = 200.

Module-1: Economic Development and Public Planning: Theories and Practices in Bangladesh

Objectives:

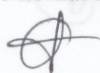
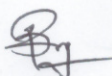
- To acquire basic knowledge in economic development and planning;
- To help cement the acquired knowledge on economic development and planning in Bangladesh through reiterative practices, exercise and simulation
- To develop officer's understanding about planning and development and sharpen their knowledge on the relationship between the two.

Session Code	Topic	Training/ Session Hour	Method of Delivery
1.01	Economic Development and Planning: Definition; dimensions; Key aspects and Theories	2.0 hours	L&D
1.02	Overview of Bangladesh Economy: Features and Trends; Challenges and Prospects	2.0 hours	L&D
1.03	Development Administration: Concepts and Issues; Different Indicators of Development	2.0 hours	L&D
1.04	Strategic Development Frameworks for Bangladesh's Future Growth (Short term, Midterm and long-term plans)	2.0 hours	L&D
1.05	Seminar on Economic Development/Sustainable Development/Book Review	4.0 hours	Presentation/ Discussion
	Training/ Session Hour	12.0 Hours	

MODULE-2: Development Partnership and Critical Policy Shifts

Objectives:

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


Session Code	Topic	Session/ Training Hour	Method of Delivery
2.01	Bangladesh's development partnership (From 1971 – today): The beginning years, recent changes and future prospect; From OECD to GPEDC and the emerging partners	2.0 hours	L&D
2.02	Bangladesh and Development Partners- Bilateral and Multilateral, e.g., ADB, WB, JICA, FCDO, USAID, UN Organizations, etc.	2.0 hours	L&D
2.03	Economic Diplomacy in Bangladesh: Concepts, objectives and principles; Thrust areas and Challenges; Emphasis on Negotiations and communication skills	2.0 hours	L&D
2.04	Foreign Direct Investment: FDI and economic growth; Trends and Impact of FDI on Bangladesh Economy; Bottlenecks and Prospect	2.0 hours	L&D
2.05	Procedures followed for signing a development cooperation agreement with development partners	2.0 hours	L&D
2.06	PPP in Bangladesh: Significance in Bangladesh economy: Reality, impediments, and Prospect	2.0 hours	L&D
	Training/ Session Hour	12.0 Hours	

MODULE-3: Project Management: Concept and Comprehensive Overview

Objectives:

- To help acquaint the participants with the tools and techniques of formulation, appraisal of development projects/ programs in order to improve their analytical skills;
- To enable the participants to analyze the environment in which projects operate;
- To help understand the significance of role of the Project Director/ Manager.

Session Code	Topic	Session/ Training Hour	Method of Delivery
3.01	Development Project: Definition and Concept; Key Features; Project Cycle; project management methodologies; RBM strategy, Policy coherence, sustainability.	2.0 hours	L&D
3.02	Planning and Development Framework in Bangladesh: Process, Document, and Institutional Perspective, Different Types of Projects, Annual Development Program Preparation	2.0 hours	L&D
3.03	Project Design: Concept Logical Framework/ Design and Monitoring Framework; Project Financing: Concept, Source and Techniques	2.0 hours	L&D
3.04	Land Acquisition Procedure and Challenges	2.0 hours	L&D
	Training/ Session Hour	08.0 Hours	

MODULE-4: Project Identification, Preparation & Compliance

Objectives:

- To familiarize the participants about key concepts of project appraisal and EIA
- To share different environmental issues in project management
- To acquaint the participants with different techniques of economic and financial appraisal

Session Code	Topic	Session/ Training Hour	Method of Delivery
4.01	Project Identification: Stakeholder's consultation and need assessment; Key concepts of feasibility study; Feasibility Study: Environmental Sustainability, Climate Resilience and Disaster Risk Analysis	2.0 hours	L&D/ Exercise
4.02	Environmental Analysis: Concept and principles of IEE, EIA, EMP	2.0 hours	L&D/ Exercise
4.03	Economic Viability: Cost-benefit Analysis- Financial Analysis: FNPV, FBCR, FIRR Economic Analysis: ENPV, EBCR, EIRR	2.0 hours	L&D/ Exercise
Training/ Session Hour		06.0 hours	

Module 5: Project Appraisal

Objectives:

- To make the participants acquainted with components of project appraisal and details of different types of appraisals including Financial, Economic and Social appraisal of a project with special emphasis on Time value of money concept and Risk management.

Session Code	Topic	Session/ Training Hour	Method of Delivery
5.01	Project Appraisal: Concept and scope; Project Appraisal: Technical and Social appraisal	2.0 hours	L&D/ Exercise
5.02	Economic Appraisal: Discounting technique and derivation of Cash flow	2.0 hours	L&D/ Exercise
5.03	Sensitivity Analysis and Risk Management	2.0 hours	L&D/ Exercise
Training/ Session Hour		06.0 hours	

Module 6: Project Implementation, Monitoring & Evaluation

Objectives

- To familiarize the participants with the process how a project comes into being including information of PIU and designation a Project Director and other officials.
- To acquaint them with regular monitoring of project activities with a view to attaining value for money invested in the project with the special emphasis on IMEDs requirement of implementation monitoring.
- To help them understand how a completed project put under evaluation complying with

certain factors and the technique of preparing PCR with special attention to DP financed project.

Session Code	Topic	Session/ Training Hour	Method of Delivery
6.01	Formulation of PIU and role of the Project Director/PIU, DPD and other officials in Project Implementation; Role and responsibility of IMED in Monitoring and Evaluation development projects/programs;	2.0 hours	L&D/ Exercise
6.02	Exercise on Project Monitoring Forms: IMED Formats- 01,02, 05 and 06	2.0 hours	L&D/ Exercise
6.03	Project Completion Report (PCR): Concept, preparation techniques & Exercise	4.0 hours	L&D/ Exercise
6.04	Ministry Assessment Framework (MAF) & Sectoral Appraisal Format (SAF)	4.0 hours	L&D/ Exercise
6.05	Project Processing Appraisal & Management System (PPS)	4.0 hours	L&D/ Exercise
6.06	Electronic Project Management Information System (EPMIS)	2.0 hours	L&D/ Exercise
	Training/ Session Hour	18.0 hours	

Module 7: Preparation of Project Documents

Objectives:

- To help participants acquire hand on experience in preparing TAPP and DPP for GOB and DP funded projects through exercises and simulation
- To help them know techniques of collecting relevant documents and compiling them in the TAPP & DPP
- To let them understand when and how a DPP of an investment project needs revision and get themselves oriented with procedure and compliances of revising a DPP

Session Code	Topic	Session/ Training Hour	Method of Delivery
7.01	Introduction of Project Preparation: Formats of DPP, TAPP, PFS, PDPP and their applicability	2.0 hours	L&D
7.02	Hands-on session for preparation of DPP – Part A: <ul style="list-style-type: none"> • Overview of the Format • Preparation of Estimated Cost Summary (SL#9) • Identifying Revenue Expenditure Items • Identifying Capital Expenditure Items • Supporting Calculations of various items • Understanding GoB Part and Project Loan/Grant Part for each expenditure items Annexures I-VII	6.0 hours	L&D/ Exercise
7.03	Hands-on session for preparation of DPP – Part B:	6.0 hours	L&D/ Exercise

	<ul style="list-style-type: none"> Background Information, Linkage to other projects, Project Description, Population Statistics, Findings of Feasibility Study, Lessons learnt from similar projects Basis of item wise rates, comparison of costs with similar on-going & completed projects The effect/impact, adaptation, and specific mitigation measures Specific Linkage with SDG targets, Sector Priority etc. 		
7.04	Hands-on session on Preparation of Technical Assistance Project Proposal (TAPP) <ul style="list-style-type: none"> Part A: Project Summary Part B: Project Details 	4.0 hours	L&D/ Exercise
7.05	Understanding DPP Processing, Approval and Revision Guideline	2.0 hours	L&D
7.06	Project Visit	24.0 hours	Visit
	Training/ Session Hour	44.0 Hours	

Module 8: Project Management: Regional & Global Perspective

Objectives:

- Enable participants to analyze and compare project management practices across regional countries.
- Identify key lessons, challenges, and best practices to enhance Bangladesh's project management capabilities.
- To know the systematic process to develop a project globally;
- To understand project management and other related body of knowledge.

Session Code	Topic	Session/ Training Hour	Method of Delivery
8.01	Project Management in the Regional Aspects Team Exercise: <ul style="list-style-type: none"> Case Study Analysis: Bangladesh Case Study Analysis: India Case Study Analysis: Sri Lanka Case Study Analysis: Thailand Case Study Analysis: Nepal Case Study Analysis: Malaysia 	6.0 hours	L&D/ Exercise
8.02	Lesson 1: Business Environment 1A Foundation 1B Strategic Alignment 1C Project Benefits and Value 1D Organizational Culture and Change Management 1E Project Governance 1F Project Compliance	6.0 hours	L&D
8.03	Lesson 2: Start the Project 2A Identify and Engage Stakeholders	6.0 hours	L&D

	2B Team Formation 2C Build Shared Understanding 2D Decide Project Approach/Methodology		
8.04	Lesson 3: Plan the Project 3A Planning Projects 3B Scope 3C Schedule 3D Resources 3E Budget 3F Risks 3G Quality 3H Integrate Plans	6.0 hours	L&D
8.05	Lesson 4: Lead the Project Team 4A Craft Your Leadership Style 4B Create a Collaborative Project Team Environment 4C Empower the Team 4D Support Team Member Performance 4E Communicate and Collaborate with Stakeholders 4F Train Team Members and Stakeholders 4G Manage Conflict	6.0 hours	L&D
8.06	Lesson 5: Support Project Team Performance 5A Implement Ongoing Improvements 5B Support Performance 5C Evaluate Project Progress 5D Manage Issues and Impediments 5E Manage Changes	6.0 hours	L&D
8.07	Lesson 6: Close the Project/Phase 6A Project/Phase Closure 6B Benefits Realization 6C Knowledge Transfer	6.0 hours	L&D
	Training/ Session Hour	42.0 hours	

Module 9: Public Procurement: National and International Perspectives

Objectives:

- To enable the participants properly plan their procurement activities and effectively execute operations for acquisition of goods & services, construction of works & physical services and recruitment of consultants complying with the Public Procurement Act 2006 & Public Procurement Rules, 2008 and more generally in accordance with best international practices in public procurement.

Session Code	Topic	Session/ Training Hours	Method of Delivery
9.01	Public Procurement: Recommendations & Implementation of Reform Program (PPRP & DIMAPPP); Role of BPPA & Procurement Entities; Procurement Cycle; Risks factors & Procurement Competencies development	2.0 hours	L&D

9.02	Procurement Methods (NCB & ICB); Contract Processing under different Methods, especially under OTM, DTM & RFQM; Procurement Thresholds; Standard Procurement Related Documents (STDs)	2.0 hours	L&D/ Exercise
9.03	Procurement Planning (TPP & APP), Delegation of Financial Power & Contract approval Authorities; APP approval & Revision Procedures; Importance in the public procurement process; Procurement Committees, their functions, contract approval procedures	2.0 hours	L&D/ Exercise
9.04	Introduction of STD-Goods for the preparation of NCB/ICB Tenders: ITT-TDS, Tender & Contract Forms, GCC & PCC; Overview on TG & PG; INCOTERMS; Exercise on IFT preparation; Tender Opening & Evaluation	2.0 hours	L&D/ Exercise
9.05	Procurement of Works (NCB/ICB,) Use of STD-PW3: ITT, TDS, GCC, PCC, Tender & Contract Forms, Preparation of priced BOQ; IFT, Tender opening, and evaluation; Formation of JVCA; Exercise on Contract Docs, NOA	2.0 hours	L&D/ Exercise
9.06	Procurement of Intellectual & Professional Services; TOR, REOI, Evaluation of REOI, shortlisting & approval; Preparation of RFP: ITC & PDS, GCC & PCC, Technical, Financial & Combined Evaluation; Negotiations, Approval & Contact signing	2.0 hours	L&D/ Exercise
9.07	Procurement of Goods, Works, and Services: DPs Guidelines, Requirements and DP's Role (Prior and Post). Preparation of Summery for ACCEA and ACCGP	4.0 hours	L&D/ Exercise
	Session/ Training Hours	16 Hours	

MODULE- 10: Government Budgeting, Accounting and Auditing

Objectives:

- To help the participants understand about budget making procedure with special emphasis on MTBF and IBAS++
- To enable them to understand comprehensively about delegation of financial powers among concerned project officers, responsibilities of DDOs
- To get the participants comprehensively briefed about fund release procedure of GOB funded project and Disbursement procedure followed by DPs in case of projects funded with Development Assistance

Session Code	Topics	Session/ Training Hours	Method of Delivery
10.01	Preparation of Budget in line with MTBF	2.0 hours	L&D
10.02	Key Features of Budget and Accounting Classification System (BACS)	2.0 hours	L&D
10.03	Introduction to Integrated Budget and Accounting System (iBAS++)	2.0 hours	L&D/ Exercise

10.04	Delegation of Financial Powers	2.0 hours	L&D
10.05	Fund Release Procedure of GoB Financed Project; Repayment Procedure of Development Assistance received in a Project: An Overview	2.0 hours	L&D
10.06	Fund Release Procedure of Foreign Assisted Project (DOSA, CONTASA, SAFE, Imprest system)	2.0 hours	L&D
10.07	Responsibilities of Drawing and Disbursing Officers (DDOs)	2.0 hours	L&D
10.08	Government Accounting and Reporting System in Bangladesh including Project Accounting	2.0 hours	L&D
10.09	Audit Management: Audit Observations, Nature of Common Irregularities in Project Audit and Settlement of Audit Objections	2.0 hours	L&D
	Session/ Training Hours	18.0 Hours	

Module 11: Managing Economic Transformation of Bangladesh

Objectives:

- To acquire basic knowledge in development planning;
- To help cement the acquired knowledge on long- and medium-term development planning in Bangladesh through reiterative practices, exercise and simulation;

Session Code	Topic	Session/ Training Hour	Method of Delivery
11.01	Bangladesh's LDC graduation trajectory: Exploring critical challenges and policy options	2.0 hours	L&D
11.02	Harnessing the prospects of the blue economy	2.0 hours	L&D
11.03	The Current State of Overseas Employment and Remittance Outflow	2.0 hours	L&D
11.04	Climate change challenges and green approach: Global commitment and local implications	2.0 hours	L&D
11.05	Workshop on Economic Transformation of Bangladesh	4.0 hours	Exercise/ Presentation
	Training/ Session Hour	12.0 hours	

Total Training/ Session 194 hours

Foreign Part (01 Week)

Module 12: Development Project and Sustainable Development

Objectives:

- To acquaint the participants with core concepts and needs for sustainable development both in country and global perspectives;
- To know about the different aspects, importance and needs for SDG localization in Bangladesh;
- To enable them identify constraints including resource as the challenge in SDG implementation and help them suggest ways forward.

Session Code	Topic	Session/ Training Hour	Method of Delivery
12.01	Sustainable Infrastructure Development: Balancing Economic Growth and Environmental Protection; Regional and International Best Practices	2.0 hours	L&D/ Exercise
12.02	Climate-Resilient Development Planning: Strategies for Mitigation and Adaptation; International best practices	2.0 hours	L&D/ Exercise
12.03	Localization of SDG: Approach and Strategies; Progress of the Implementation of SDGs in Bangladesh and International Context; Challenges of SDG Implementation in Bangladesh and International Context	2.0 hours	L&D/ Exercise
12.04	Leadership in Development Administration	2.0 hours	L&D/ Exercise
12.05	Sustainable Project Visit	4.0 hours	L&D/ Exercise
	Training/ Session Hour	12.0 hours	

Module 13: Negotiation Skills

Objectives:

- To equip participants with the essential knowledge, strategies and techniques required to navigate complex negotiation scenarios within the development planning and project management sector.
- To understand the political economy of Bangladesh and its implications for negotiation within the planning and project management sector.

Session Code	Topic	Session/ Training Hour	Remarks
13.01	International Instruments for Negotiation; Influencing Factors and Challenges in Negotiation	2.0 hours	L&D/ Exercise
13.02	Strategic Decision Making in Negotiation	2.0 hours	L&D/ Exercise
13.03	Political Economy and Negotiation: Bangladesh and International Perspective	2.0 hours	L&D/ Exercise
13.04	Negotiation in International Funding and Trade	2.0 hours	L&D/ Exercise
13.05	Experience Sharing on Negotiation: Open Session	2.0 hours	L&D/ Exercise
13.06	Relevant Public Office Visit	2.0 hours	
	Training/ Session Hour	12.0 hours	

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

অহনা জিন্নাত
উপপরিচালক (সিনিয়র সহকারী সচিব)
জাতীয় উন্নয়ন প্রশাসন একাডেমি
জনপ্রশাসন মন্ত্রণালয়

মোঃ শফিউর রহমান (১৬১৪৫)
পরিচালক (উপসচিব)
জাতীয় উন্নয়ন প্রশাসন একাডেমি
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কাজী হোসনে আরা
এমডিএস (প্রশিক্ষণ ব্যবস্থাপনা, সক্ষমতা
উন্নয়ন, ফেলো এন্ড মেন্টরশীপ ব্যবস্থাপনা)
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জনপ্রশাসন মন্ত্রণালয়