

Institute of Public Finance Bangladesh (IPF)

Guidelines for Fiscal Economics and Economic Management Course

PART-A: PRELIMINARIES

1. **Course Title:** Fiscal Economics and Economic Management (FEEM) Course
2. **Duration:** 10 weeks
3. **Frequency:** Two courses per year (starting in 3rd Sunday of July and December)
4. **Timing:** 09.30 am to 4.30 pm weekdays.
5. **Engagement type:** Full time
6. **Venue:** Institute of Public Finance Bangladesh (IPF), 1st 12 storied Govt. building, 7th Floor, Segun Bagicha, Dhaka.
7. **Total Participants:** 25 (twenty Five)
8. **Medium of Instruction:** English
9. **Objectives of the course**

The main objectives of the course are:

- To create a group of junior/ mid level BCS cadre officers in Finance Division and across the ministries/ divisions with adequate understanding about fiscal economics and economic management with particular reference to Bangladesh who can contribute in the Public Financial Management area;
- To provide participants firsthand knowledge about underlying theoretical principles of Budget framework, process and its impact on development and society
- To provide participants practical knowledge about tools, techniques and analytic frameworks used for budget preparation; and
- To provide participants adequate exposure to the global economic issues with special reference to Bangladesh.

10. Target Audience

The course is intended for Junior and Mid level civil servants working at the rank of Deputy Secretary or equivalent, Senior Assistant Secretary or equivalent and Assistant Secretary or equivalent working in Ministries/ Divisions/ Directorates/ Offices. To fulfill the desired objectives of the course, applicants working in the Finance Division and officers currently working in the PFM related jobs in ministries/ divisions/ directorate/ offices shall get preference over others (subject to fulfillment of other criteria). Considering the nature of the course, skills in English language and computer literacy (particularly MS Excel or other data analysis software and PowerPoint) is expected.

PART-B: ELIGIBILITY & PARTICIPANT SELECTION

11. Eligibility Criteria

- Officers belonging to any of the Bangladesh Civil service Cadres and whose job has been confirmed shall be eligible for this course.
- Officers who participated in any of the FEEM courses or its predecessor Management Accounting Auditing and Budgeting (MAAB) course shall not be eligible for the course
- Generally officers who did major in subjects related to Public Financial Management (Economics, Finance, Accounting, Business Administration, and Management) in undergraduate (bachelor) and or graduate level (masters) shall get preference over others.
- Results attained in the undergraduate level and graduate level will get preference over S.S.C and H.S.C;
- As some participants might get chance to pursue Masters Level study abroad (subject to rigorous screening process and availability of fund), officers who already attained Master or equivalent level or level above (M.Phil, Ph.D, Post graduate Diploma from abroad) shall not be eligible for applying the course.
- Those who intend to acquire specialized knowledge and skills in Public Financial and Economic Management shall be suitable for nomination.
- Skills in English language and computer literacy (particularly MS Excel or other data analysis software and PowerPoint) would be critical factor for nominating participants.
- As some participants might get chance to pursue Masters Level study abroad (subject to rigorous screening process and availability of fund), maximum age of participants would be 45 years (on 1st January of the year course to be held) in line with the provision of government's training policy.

12. Participant Selection Process

- Finance Division will select the required participants for the course. Training section of the Finance Division will invite application from interested officials who meet the eligibility criteria mentioned above in specific form well ahead of the course from all ministries/ divisions/ directorates/ offices. To encourage applicants working in division, districts and upazilla level, copy of the notice shall also be endorsed to the divisional commissioner of all divisions.
- Circular inviting application for 1st course (starting July) shall be issued not later than 15 April while for the 2nd course (starting December) not later than 15 September each year. After maintaining all process for selection, list of participants should reach PFF not later than 25 June and 25 November respectively.
- All application must include clearance from controlling authority stating that the participants will be released for the course if finally selected. However, to meet the deadline, participants submitting advance copy shall be responsible for sending the form with this certificate from controlling before the final selection is made.
- Applicants must not get released from duty unless the letter of final selection is received.
- As this is a full time course, participants must submit a letter of relinquishment on the date of joining the course.
- Information provided in the form shall be verified and incorrect or incomplete information will lead to cancellation of nomination.

13. Participant Selecting Criteria

The content of the course is designed with topics that are drawn from Economics and subjects related to Economics. Thus the course is most suitable for the officials who studied these subjects earlier in their undergraduate or graduate level. Preference will be given to the applicants with such educational background. However, others will be eligible for the course. Performance in the graduate and undergraduate level will get preference over others. Table below sets the criteria for selecting participants for the FEEM courses where preference has been laid on subjects studied in undergraduate and graduate level, age, years of work experience in PFM and academic performance. Participants who receive higher aggregate based on these criteria shall be nominated for undergoing the FEEM course.

Criteria	Category	Undergraduate	Graduate	HSC	SSC
1	2	3	4	5	6
Academic Qualifications (Major)	Group A	5 points	5 points		
	Group B	3 points	3 points		
	Group C	2 points	2 points		
Age (as on 1 st January of the year course to be held)	30-40 years	5 points			
	40+ -45 years	4 points			
	45+	2 points			
Experience in PFM and/or Budgeting/Accounting	5+ years	5 points			
	3-5 years	4 points			
	Below 3 years	3 points			
Academic Attainments (CGPA to be added)	1 st class /division/ GPA*	5 points	5 points	4 points	4 points
	2 nd class/ division/ GPA*	3 points	3 points	2 points	2 points
	3 rd class/ division/GPA*	2 points	2 points	1 points	1 points

Group A: Economics, Finance, Business Administration

Group B: Statistics, Mathematics, ICT, Accounting, Public Policy, Management

Group C: Others

*SSC => 4.5 equivalents to 1st division, => 3.5 equivalents to 2nd division

*HSC=> 4.0 equivalents to 1st division, => 3.0 equivalents to 2nd division

Points shown in column 3,4,5, & 6 are to be awarded while selecting participants for FEEM course

PART-C: CONTENT AND PERFORMANCE EVALUATION

14. Course Outline and Contents

There will be 9 modules for the course titled as follows:

- (1). Module-1: Understanding Economic & Financial Indicators for Financial Management Reform
- (2). Module-2: Introduction to Fiscal and macroeconomics
- (3). Module-3: Fiscal Framework-1: Overall Fiscal Strategy and Debt
- (4). Module-4: Fiscal Framework-2: Revenue Sources
- (5). Module-5: Public Expenditure Management-1: Budget Preparation Process
- (6). Module-6: Public Expenditure Management-2: Budget Execution, Financial Reporting and Oversight Functions
- (7). Module-7: Budget Preparation, Approval, Implementation and Monitoring: Constitutional Provisions and Regulatory Framework
- (8). Module-8: Budget-A Toll for Implementing Government Vision, Plan and Priorities
- (9). Module-9: Leading Issues for Development and Poverty Reduction in Bangladesh

Module wise topics are available in [Appendix-2](#). PFF will forward with comments any change proposal received from majority of FEEM participants (received through formal evaluation process) about number of Modules, their contents or any other issues related to the modules to Finance Division which through a committee (if only found appropriate) can be reviewed. However, FD can review the course contents through a committee to update issues on as and when deemed appropriate.

15. Pre Course Event Calendar

There will be two cycles of event for the two FEEM courses each year commencing in July and December. For better management of the course, pre course procedure and responsibilities (in Finance Division and In PFF) are shown in a calendar marked as [Appendix-3](#). If any date fall on weekend/ government holiday the working day preceding to the proposed date (not after) shall be treated as the deadline as sufficient time has been proposed in between activities.

16. During the course Event Management Checklist

A checklist showing activities required during the course is shown in [Appendix-4](#). The checklist is indicative but not exhaustive. It would be the responsibility of the Course Coordinator (CC) to ensure smooth organization of the courses which is the flagship course organized by PFF.

17. Training Methodologies

Since participants are serving civil servants with at least 2 years of experience, modern adult learning methodologies should be adopted in all modules and other activities of the course. It is expected that the trainers should use methodologies that provokes thought, involve all the participants both mentally and functionally, encourage team building and nourishes leadership. While being analytic in their approach. Following are some of the conventional methods that can guide the trainers in selecting appropriate method depending on the module contents:

- Informational Methods (group discussions, brainstorming etc)
- Attitudinal Methods (Role play, task groups, simulation games etc.)
- Behavioral methods (Case study, Demonstration, skills proactive lab etc.)
- Planning Methods (Group discussion with decision-making regarding a new action
Individual or group planning session with report)

However, since FEEM blends theoretical and practical aspects of fiscal and economic management, against the backdrop of Bangladesh, hands on exercises - like case study, group tasks, group decision making – should be the primary teaching method.

18. Course Improvement Process

There shall be a continuous process of improving the quality of the course both in terms of content and achieving desired outcomes. Participants will evaluate the course management, content, quality of instruction, quality of course materials through structured questionnaires ([Appendix-5](#)). The course coordinator shall have the opportunity to list his observation about each trainer using a structured checklist ([Appendix-6](#)). Course management shall arrange interviews with selected participants to areas where the course might be improved.

On the basis of feedback received from the participants, course coordinator shall prepare a complete evaluation report that will be submitted to FD.

19. Examination Requirements

Since course participants are government officials and expected to use their learning from the course into the work situation, the examination should focus on assessing their level of understanding, hands on skill of using theory into work situation and skill of expression ideas in analytic form. Participants shall have to sit for an examination for each of the module (1 to 8) except module 9. There will be no assessment for module 9 as it discusses issues on the context of Bangladesh to familiarize participants how theories are applied in Bangladesh context.

a. Examination Time:

Time for examination in each module will be 2hours 30 minutes

b. Question Type

Question paper for each module shall contain following types of questions while Module Coordinator shall judge the participants oral presentation skills through group presentations. Each of the question type is intended to assess a particular type of skill of the participants.

Type	Options	Share of Marks	Objectives
Multiple Choice Type Questions	Each with 4 options	1x15=15%	Assess extent of study
Conceptualization Type Questions	with 7 given options 5 to answer	5x5=25%	Assess the understanding about the concepts
Problem Solving Type Questions	Participant will have to answer 6 out of 9 questions	5x6=30%	To judge participants' understanding about the skill of solving problems
Analytic Type Questions	Participants will be asked to write opinion on two contemporary issues relating global and Bangladesh context. No options will be available in this section	2x10=20%	<ul style="list-style-type: none"> To judge participants' skill about writing analytic reports based on theoretical framework. This will also enable participants to link how Bangladesh economy is affected by the global issues.
Group Presentation	Based on hands on workshop through Break out session. Trainers will judge group performance through at least 3 out of 10 sessions.	10% Group performance & Presentation-10%;	<ul style="list-style-type: none"> To judge the skill of working in a team To apply theory in the work situation To allow learning by doing and To judge skill of expression(written and verbal)

c. Number of Questions:

To standardize examination in all modules, following type mix of question is suggested for evaluating participants' learning through examination

Type	Total Questions	Questions to be answered
Multiple Choice Type Questions	15 (each with 4 options)	15 (each with 4 options) 1 mark each
Conceptualization Type Questions	7	5 (5 marks each)
Problem Solving Type Questions	9	6 (5 marks each)
Analytic Type Questions	2	2(10 marks each)
Group Presentation	Based on hands on exercise and to be decided by Lead trainer	

d. Full Marks: Total marks for each module will be 100 (90% examination + 10% Course work)

e. Answer script evaluation: The Module Coordinator shall be responsible for preparation of question paper and scrutinizing the answer scripts. To maintain conformity, this should be maintained even if there is more than one trainer. Module coordinator will submit the scrutinized answer scripts along with a tabulation sheet within 7 days after examination. Course Coordinator shall deliver the pre-coded answer scripts to the module coordinator by the following day of the examination.

f. Announcement of Marks

After finalization of tabulation sheet of the module, Course Coordinator will send individual provisional mark to each participant through separate emails directed to participants. Course Coordinator shall be responsible for accuracy of mark to be mailed to the participants.

g. Provision if an examination is missed: if a participant is unable to attend examination of only one module due to serious sickness or matter of official interest may be allowed to sit for the examination of the same module within 15 days of the original examination date. Module Coordinator shall prepare the question paper while course coordinator will conduct the examination. If he/ she fail to appear in such examination, shall have the chance to sit for examination arranged for the participants of the next available course. On both occasions submission of certificate from a doctor or hospital or official authority is a must for considering such cases. However, if the participant misses 2 or more modules shall not be entitled to such privileges.

h. Formation of Breakout Groups: Course coordinator and the module coordinator will decide the appropriate techniques to be used for selecting a break out group for that particular module. To share group members experience and also to make the selection unbiased, the breakout groups may be formed using any of the following techniques:

- Creating groups with a blend of professional background and experience;
- Creating groups with prior PFM experience and no prior PFM experience;
- Creating groups with gender parity;
- Creating groups on a random basis (sitting chronology, sitting blocks etc);
- Any other acceptable method.

PART-D: MANAGEMENT AND TRAINER'S ORIENTATION

20. Course Management

Component Director will be the overall supervisor while a team consisting following persons shall be directly responsible of the course.

- **Course Coordination (CC)-** will be responsible for coordinating all activities required for holding the course smoothly.
- **Course IT Support(CITS)-** will be responsible for providing all IT related assistance to the course as assigned by the course coordinator
- **Course Assistant (CA)-** Will be responsible for ensuring classroom, restroom, dining/ tea room and other facilities to the participants and to the course team.

21. Class Room Requirement

The PFF and the Course Coordinator will ensure a class environment that is conducive for learning provided through adequate light, comfortable room temperature, comfortable sitting arrangement and following equipments:

- Lecture Room-1 Nos. (equipped with 1 projector, screen, white board, marker, duster, audio system, air-conditioner, individual desks & chairs, 1-PC, sufficient lights, flip chart and other standard training equipments)
- Breakout Rooms-3 numbers (including lecture room) equipped with at-least 1 computer per 2 participants, flip chart, white board, marker, duster etc.

22. Trainers Composition

- There will be two regular trainers in each module (except module-9) with one Module coordinator/ lead trainer followed by one co-trainer. However, in order to develop future trainers, each module will have one additional co-trainer who will assist the class in breakout session and in any other activities assigned by the Module Coordinator/ Lead Trainer
- Module Coordinator/ Lead Trainer
- Co-Trainer
- Co-Trainer(standby-to make trainer for future and will only to assist in the breakout sessions)

23. Trainer's Pool

Module Coordinator will be the Lead Trainer of the module. To create trainers and also to avoid interruptions during the course arising out of non-availability of trainers, there shall be a co-trainer for each module. There will be another co trainer (standby) who assists only in breakout sessions and work as directed by Lead Trainer. Trainers must have adequate PFM experience and also prior experience in conducting training. This will not apply for module-9 where topics are of special nature. Preference will be given to the PFF members.

24. Preparation of Course Materials

To ensure timely availability of all reading materials for the modules ahead of the course inception, PFF will arrange a 2/3 hours meeting for all the Module Coordinators and trainers at least 1 month before the course commencement. On this briefing, they will be informed about the requirements and deadlines which must be consistent with the event calendar. Course Coordinator will be responsible for timely collection of materials, printing them and binding them well ahead of the course commencement time consistent with the pre course event calendar mentioned in section 14 of this guideline.

25. Training for FEEM Trainers

PFF will arrange 3 day training for the FEEM trainers (all trainers in the pool of trainers including the Assistant trainers) at least 7 days before the commencement of the course. The broad objectives of the training would be to inform the trainers about the purpose of the FEEM course, outcomes expected from each module, module arrangements, learning methodology, evaluation and examination structure, type of questions for examination and other relevant issues. It will also be the opportunity for the trainers to convey their requirements during the course particularly during the breakout workshops. Senior FD/MoF officials and PFF specialist will conduct the training sessions. PFF will inform trainers at least 15 days prior to the workshop and ensure their participation through making prior appointments. PFF will prepare a Trainers Manual which will be circulated to the trainers outlining all the issues related to the FEEM course. A list of participants preferably with the application form submitted by the participants may also be supplied to the trainers to understand the qualification, experience other relevant information about the participants.

PART-E: ToT, STUDY TOUR and REFRESHERS' COURSE

26. ToT Course for FEEM Participants

All FEEM course participants shall undergo an appropriate Training for Trainers Course on completion of the main course or a time decided by the PFF. The objectives of the course would be to groom FEEM graduates as trainer for PFM courses.

27. Timing and other details of the ToT course

The ToT course will be of 5 working days to be held in PFF. The participants will attend the course after completion of the FEEM course and before the IWLTS examination. PFF will develop and design the course including the content, methods and learning objectives. There will be no formal examination. However, there shall be performance evaluation using recognized techniques aimed at providing feedback to the participants about their different skills as a trainer.

28. Study Visit

There will be a study visit organized during 10 weeks time period for the FEEM participant in a time deemed suitable by the course coordinator. The main objective of the tour would be to familiarize course participants with the budget preparation and execution, accounting and management budget related information at a district level. The course coordinator shall be the study visit coordinator and with active support from and in coordination with the CDs and PMCU shall be responsible for making all study and visit related arrangements well ahead of the visit. A briefing shall take place for preparing the trainees which will explain to assignments they will have to complete during the visit. Required questionnaire and checklist must be provided during the briefing and a report (preferably group wise depending on the assignments) must be submitted and presented before the completion of the course.

29. FEEM Refreshers' Course

PFF will organize at least 2 refreshers' course every year with duration of 5 working days. Preferably participants will consist from the same batch but for optimum use of facilities, participants from other courses may also be invited. However, chronology of batch should be there while selecting batch and participants. PFF will invite officials for the refreshers' course through Finance Division and make necessary arrangements for the course.

PART-F: ENGLISH LANGUAGE PROFICIENCY

30. English Language Proficiency Course and Test

Performance in the FEEM course might be used to select promising officers for availing scholarship for pursuing Masters Level Study in the field of PFM abroad (subject to availability of fund and fulfilling other eligibility criteria). For this reason, all FEEM participants should appear English Language Proficiency Test (generally IELTS) upon completion of the course. Those who will achieve required Band in the English Language Proficiency Test (subject to good results in FEEM course) might be considered for such scholarship. PFF (with the financial assistance of DMTBF project) will pay the required fee for the test for only on instance. Following are the steps participants shall have to go through for English Language Proficiency Test:

	Timing	Purpose	Responsibility
IELTS Orientation	At least 20 hours orientation course to be conducted by British council/ other provide at PFF or British Council after FEEM classes with each 2 hours session for 10 or required working days. Generally the timing should be 4.30 to 6.30pm. If required weekend may be utilized. Orientation course will start by the 5 th working day of the course and a placement test will take place on that day to assess participants' current level of proficiency.	To understand the techniques used in the IELTS and how to improve skills in each section	Course Coordinator with the assistance from the British Council or any other vendor
Mock Test	On Completion of 6 th week of the FEEM Course or on completion of the orientation course(whichever comes first) a post training mock test shall be arranged (preferably on a Saturday)	To allow participants assess their individual level of proficiency in English language	Course Coordinator with the assistance from the British Council
IELTS	On a suitable date within one week after the completion of the FEEM course	To assess the level of English Proficiency by each participants	Course Coordinator with the assistance from the British Council
IELTS Result Availability	Latest by Mid November and Mid April respectively	To select final list of qualified participant who could be offered scholarships and process admission	Course Coordinator

Participants having average band of 6.5 and 6.0 individually in all section (which may vary time to time and institution to institution) will have the option to skip the IELTS process mentioned in this section.

PART-G: FURTHER STUDY THROUGH FEEM

31. Using FEEM evaluation as a basis for selecting participants for other long term (international) courses.

Since FEEM course curriculum contains a blend of academic and practical PFM issues with emphasis on Bangladesh and its participants are drawn from across the government (with emphasis on basic PFM related educational background), performance of this course shall be a good basis for selecting participants for long term academic courses. Experience in PFM of Bangladesh (work experience in Finance Division) is also a good parameter in this respect. To maximize the year of service an officer can provide, enrolling relatively younger officials is expected. To reduce gender disparity, qualified female candidates shall also be given preference. Considering above factors, following are the weightage that can be used for selecting participants for long term academic courses to be pursued abroad under scholarship program under DMTBF. This will help making selection process objective and transparent.

Criteria	Weight
a FEEM Examination Result	75%
b FD work Experience	15%
c Gender Parity (for women)	10%
TOTAL	100%

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Financial Economics and Economic Management (FEEM) Course Application Form

(Add new cells to the tables if required and put × where appropriate)

PART-1: PERSONAL INFORMATION

1. **Name:**
2. **Designation:**
3. **Ministry/ Division/ Office:**
4. **Mailing Address:**
5. **Email:**
6. **Phone:** Office: Residence: Cell:
7. **Date of Birth:** ---/---/----- (dd/mm/yyyy)
8. **Age:** ---Year-----days (as on 1 January of current calendar year)
9. **Sex:** Male Female

PART-2: EDUCATIONAL QUALIFICATIONS**10. List information about your educational qualifications**

Degree/ Diploma/ Certificate (Such as Masters)	Major Subject Studies in Bachelor and Masters Level (Such as Economics)	Name of Main Courses Studied (Such as Macroeconomics)	Name of the Institution and Year of Passing	Class/ Grade/ Division
Masters/ Equivalent				
Bachelor/ Equivalent				
HSC/ Equivalent				
SSC/ Equivalent				

PART-3: TRAINING INFORMATION**11. List of Trainings Received in Bangladesh**

	Title of the Training	Name of the Training Institution	Duration of the Course (months/ weeks/days)	Grade (if applicable)
1				
2				

12. List of Trainings Received from Abroad

	Title of the Training	Name of the Training Institution & Country	Duration of the Course (months/ weeks/days)		Grade/ Certificate
			Start date	End Date	
1					
2					

13. Whether the applicant is currently nominated as Principal or Alternative candidate for any types of course/ training/ seminar/ workshop (both academic and professional)Yes No **14. If answer is Yes, please provide detail-----****PART-4: SERVICE HISTORY**

15. **Date of Joining Bangladesh Civil Service:** ---/---/----- (dd/mm/yyyy)
16. **Name of BCS Cadre:**
17. **ID Number:** ----- (if applicable)
18. **Length of Service:** ---Years-----days (as on 1 January of current calendar year)
19. **Date of Service Confirmation:** ---/---/----- (dd/mm/yyyy)
20. **Date of Joining Current Office:** ---/---/----- (dd/mm/yyyy)
21. **Detail about different postings** (since joining the civil service)
- 22.

	Designation, office, location	Type of duties performed	Duration (----years----months)
1			
2			

23. Whether the applicant participated in any of the previous FEEM course or MAAB courses?

Yes No

PART-5: SPECIAL SKILL INFORMATION

24. Please indicate below, your interest and availability to:

a. Design Specialized Training courses and curriculum in your area of specialization. Yes Maybe, under certain circumstances No

If Yes or Maybe, please indicate your area of specialization:

b. Act as Principal or Associate Instructor for delivery of training courses at PFF

c. Yes Maybe, under certain circumstances No

d. Carry out research on a PFM-related issue and develop an article for publication in the Public Financial Management Journal Yes

Maybe, under certain circumstances No

e. Undertake other short-term duties (Training Needs Analysis, Course Evaluation, for example) at PFF

Yes Maybe, under certain circumstances No

I the undersigned hereby confirm that the information provided are true and complete

Date:

Signature and Seal of the Applicant

PART-6: CERTIFICATION

(to be provided by the authorized official of the nominating Ministry/ Division)

Application of Mr./ Ms. for FEEM course is hereby forwarded with recommendation for nomination and he/ she will be allowed to attend the course (for 10 weeks) if nominated finally.

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Date:

Signature and Seal of the Nominating Officer

APPENDIX-2

Course Outline for Fiscal Economics and Economic Management (FEEM)

Revised as on 20.06.2011

(For better understanding of theoretical framework, all modules must have at least 3 Hands-on exercise based on a case study)

Module Code: FEEM 001

Module Title: Understanding Economic & Financial Indicators for Financial Management Reform

Module Objectives: It intends to give participants an overview on how economic figures can be manipulated to demonstrate economic issues and how to prepare, interpret and use them using statistical and mathematical techniques. **(to be finalized by the lead trainer)**

Instructional Techniques: (to be finalized by the lead trainer)

- Lecture Format
- Theory and Solved Problem Format (why a particular topic is being taught and what is the application and uses)
- PowerPoint Presentations
- Black Board
- Handouts

Assessment: (to be finalized by the lead trainer)

- Assignments
- Final Examination

Lecture No	Lecture Topics	Learning Objectives
1.1	Importance of Quantitative Analysis in Economics	The Module is designed for both students with little prior knowledge of the topics, and students who have not studied these disciplines for a long time. At the end of the module, Participants will be able to demonstrate that they can: <ul style="list-style-type: none"> • Adequate understanding about Use of quantitative techniques to analyze data and to provide explanations for real-world phenomena using range of mathematical and statistical techniques • Undertake economic research and analysis involve handling large data sets • Construct macroeconomic and fiscal indicators for short and medium
1.2	Data presentation for Economic Analysis	
1.3	Simple tools for Analyzing Data in Economics	
1.4	Understanding of Dispersion and Deviation for Economic policy making	
1.5	Concept of Probability and Probability distribution & its use in economic policy making	
1.6	Analyzing Relationship among variables	
1.7	Construction and use of Macroeconomic Indicators	
1.8	Tools and Techniques used in National Income Accounting	
1.9	Key Macroeconomic concepts for Fiscal Economics	
1.10	Key Macroeconomic concepts for Fiscal Economics	

Module Code: FEEM 002

Module Title: Introduction to Fiscal and Macroeconomics

Module Objectives: It intends to give participants an overview on the relationship between fiscal sector with the macro economy as a whole and also with monetary sector, external sector and real sector in reference to preparation of national budget and its role. **(to be finalized by the lead trainer)**

Instructional Techniques: (to be finalized by the lead trainer)

- Lecture Format
- Theory and Solved Problem Format (why a particular topic is being taught and what is the application and uses)
- PowerPoint Presentations
- Black Board
- Handouts

Assessment: (to be finalized by the lead trainer)

- Assignments
- Final Examination

Lecture No	Lecture Topics	Learning Objectives
2.1	The Role of Government and Market Failure	At the end of the module, Participants will be able to demonstrate that they can: <ul style="list-style-type: none"> •
2.2	Fiscal Policy and Macroeconomic Framework	
2.3	Fiscal Economics & the Economics of Government Budget Constraint.	
2.4	Monetary policy: Issues and the Relationship with Fiscal Policy	
2.5	Introduction to BOP: Concept, Issues and Policy Implications	
2.6	Exchange Rate and Exposure Management	
2.7	Basic Concept of Economic Growth, Development and Poverty	
2.8	Financial Sector Development and Growth: Money Market and Capital Market	
2.9	Case Study : Macro-economic Framework	
2.10	Case Study: Global Economic Crisis and Lessons for Bangladesh	

Module Code: FEEM 003

Module Title: Fiscal Framework-1: Overall Fiscal Strategy and Debt

Module Objectives: It intends to give participants an overview on the Fiscal Framework derived from the Macroeconomic Framework. Also to provide an overview on the strategy used for Financing the Budget Deficit with emphasis on the role of debt sustainability on overall macroeconomic sustainability. **(to be finalized by the lead trainer)**

Instructional Techniques: (to be finalized by the lead trainer)

- Lecture Format
- Theory and Solved Problem Format (why a particular topic is being taught and what is the application and uses)
- PowerPoint Presentations
- Black Board
- Handouts

Assessment: (to be finalized by the lead trainer)

- Assignments
- Final Examination

Lecture No	Lecture Topics	Learning Objectives
3.1	The Fiscal Deficit	At the end of the module, Participants will be able to demonstrate that they can: <ul style="list-style-type: none">• Understand the reasons for fiscal deficit with the options available for financing the deficit including consequence of each type of financing• Understand the position of fiscal framework on overall macroeconomic framework• Relate how debt sustainability influences fiscal sustainability and also how fiscal sustainability can influence macroeconomic sustainability• Get a clear view of the debt, fiscal and macroeconomic framework and management of Debt in Bangladesh in relationship with the theoretical aspects
3.2	Fiscal Deficit: Bangladesh Context	
3.3	Different Modes of Deficit Financing	
3.4	Deficit Financing: Bangladesh Context	
3.5	Medium Term Macro-Economic Framework -1	
3.6	Medium Term Macro-Economic Framework -2	
3.7	Medium Term Macro-Economic Framework: Case Study	
3.8	Public Debt and its Sustainability (Theory and exercise)	
3.9	Public Debt and its Sustainability: Bangladesh Context	
3.10	Public Debt Management in Bangladesh	

Module Code: FEEM 004

Module Title: Fiscal Framework-2: Revenue Sources

Module Objectives: (to be finalized by the lead trainer)

Instructional Techniques: (to be finalized by the lead trainer)

- Lecture Format
- Theory and Solved Problem Format (why a particular topic is being taught and what is the application and uses)
- PowerPoint Presentations
- Black Board
- Handouts

Assessment: (to be finalized by the lead trainer)

- Assignments
- Final Examination

Lecture No	Lecture Topics	Learning Objectives
4.1	Concept of Taxation-Types of Taxation	At the end of the module, Participants will be able to demonstrate that they can: <ul style="list-style-type: none">•
4.2	Tax Policy for the Developing Country: Bangladesh Experience.	
4.3	Mobilizing Tax and Non-Tax Revenue for Development	
4.4	Designing a Tax system and Tax Administration for Bangladesh-related factors and constraints	
4.5	Principles and importance of Tax Analysis.	
4.6	Tax and Welfare: Tax reform experience in Bangladesh	
4.7	Tax Reforms: Recent Initiatives	

Module Code: FEEM 005

Module Title: Public Expenditure Management-1: Budget Preparation Process

Module Objectives: This module intends to provide participants idea about importance of budget and its linkages with overall PFM while discussing the process of preparation budget in Bangladesh under medium term framework. **(to be finalized by the lead trainer)**

Instructional Techniques: (to be finalized by the lead trainer)

- Lecture Format
- Theory and Solved Problem Format (why a particular topic is being taught and what is the application and uses)
- PowerPoint Presentations
- Black Board
- Handouts

Assessment: (to be finalized by the lead trainer)

- Assignments
- Final Examination

Lecture No	Lecture Topics	Learning Objectives
5.1	Overall PEM Concepts	At the end of the module, Participants will be able to demonstrate that they can: <ul style="list-style-type: none">••••
5.2	Budget in the PEM Framework:	
5.3	The Medium Term Expenditure Framework: Concept and Issues	
5.4	MTEFs-Case Study	
5.5	Government Budgeting in Bangladesh: Basic Concepts	
5.6	Preparation of National Budget under MTBF	
5.7	Ministry Budget Framework (MBF)	
5.8	MTBF Support Structures	
5.9	BMG, BWG and Budget Management Branch	
5.10	Bangladesh- MTBF Case Study	

Module Code: FEEM 006

Module Title: Public Expenditure Management-2: Budget Execution, Financial Reporting & Oversight Functions

Module Objectives: This module intends to provide participants idea about the process and issues of budget execution, importance and techniques of financial reporting and oversight functions **(to be finalized by the lead trainer)**

Instructional Techniques: (to be finalized by the lead trainer)

- Lecture Format
- Theory and Solved Problem Format (why a particular topic is being taught and what is the application and uses)
- PowerPoint Presentations
- Black Board
- Handouts

Assessment: (to be finalized by the lead trainer)

- Assignments
- Final Examination

Lecture No	Lecture Topics	Learning Objectives
6.1	Budget Execution: Implementation Structure, constraints and Way Forward-1	At the end of the module, Participants will be able to demonstrate that they can: <ul style="list-style-type: none">••••
6.2	Budget Execution: Implementation Structure, constraints and Way Forward-2	
6.3	Budget Monitoring & Evaluation : Present Structure & towards a more effective framework	
6.4	Compliance, Transparency, Decentralization & Accountability in Public Financial Management	
6.5	Internal Control	
6.6	Public Expenditure Management Reform: Progress and outstanding Issues	
6.7	Government Accounting Concept & Principles: Bangladesh Perspective	
6.8	Government Accounting : Financial Reporting	
6.9	External Audit and Accountability	
6.10	Audit and Oversight at a strategic Level	

Module Code: FEEM 007

Module Title: Legal and Regulatory Framework for Budget Management

Module Objectives: (to be finalized by the lead trainer)

Instructional Techniques: (to be finalized by the lead trainer)

- Lecture Format
- Theory and Solved Problem Format (why a particular topic is being taught and what is the application and uses)
- PowerPoint Presentations
- Black Board
- Handouts

Assessment: (to be finalized by the lead trainer)

- Assignments
- Final Examination

Lecture No	Lecture Topics	Learning Objectives
7.1	Regulatory Framework -1 (Budget related Constitutional Provisions)	At the end of the module, Participants will be able to demonstrate that they can: <ul style="list-style-type: none">••••
7.2	Regulatory Framework -2 (Public Money and Budget Management Act)	
7.3	Regulatory Framework -3(Rules of Procedure, Rules of Business, Secretarial Instructions)	
7.4	Public Procurement Act, Rules and Procedures-1	
7.5	Public Procurement Act, Rules and Procedures-2	
7.6	Public Procurement : Hands on Training Based on a Case Study	

Module Code: FEEM 008

Module Title Budget - A Tool for Implementing Government Vision, Plan & Priorities

Module Objectives: (to be finalized by the lead trainer)

Instructional Techniques: (to be finalized by the lead trainer)

- Lecture Format
- Theory and Solved Problem Format (why a particular topic is being taught and what is the application and uses)
- PowerPoint Presentations
- Black Board
- Handouts

Assessment:(to be finalized by the lead trainer)

- Assignments
- Final Examination

Lecture No	Lecture Topics	Learning Objectives
8.1	Strategic or Perspective Planning, Overview of the 6th Five Year Plan and Vision 2021	At the end of the module, Participants will be able to demonstrate that they can: <ul style="list-style-type: none">••••
8.2	Budgeting As a means for Aligning Resource Allocation with Policies/ Priorities	
8.3	Poverty scenario in Bangladesh & Policy Issues for Pro poor Growth	
8.4	Output oriented budgeting	
8.5	Gender Responsive Budgeting	
8.6	Safety Net and Food Security aspects of public expenditure	
8.7	Climate change and disaster management challenges in public expenditure	
8.8	Public Expenditure for Social Sector	
8.9	Consultation and Participation in Preparation of Budget and Annual Development Programme	
8.10	Case Study	

Module Code: FEEM 009

Module Title: Leading Issues for Development and Poverty Reduction In Bangladesh

Module Objectives: (to be finalized by the lead trainer)

Instructional Techniques: (to be finalized by the lead trainer)

- Lecture Format
- Theory and Solved Problem Format (why a particular topic is being taught and what is the application and uses)
- PowerPoint Presentations
- Black Board
- Handouts

Assessment:(to be finalized by the lead trainer)

No Assessment

Lecture No	Lecture Topics	Learning Objectives
9.1	SYFPP-Accelerating Growth, and reducing poverty.	At the end of the module, Participants will be able to demonstrate that they can: <ul style="list-style-type: none">••••
9.2	Invigorating Growth through PPP	
9.3	Infrastructural Constraints to Growth, Development and Poverty Reduction	
9.4	Resolving the Energy Crisis to Support Higher Growth and Employment.	
9.5	Efficient Transport Services to Reduce Cost and Improve Welfare	
9.6	ICT (Digital Communication)	
9.7	Managing the Urban Transition	
9.8	Strategy for Raising Farm Productivity and Agricultural Growth	
9.9	Boosting the knowledge Economy for Higher Productivity	
9.10	Health , Population and Nutrition	
9.11	Environmental Protection, Climate Changes and Disaster Management	
9.12	Regional and Sub-regional Economic Cooperation	

APPENDIX-3

Course Event Calendar

	Course 1 (Starting July)		Course 2 (Starting December)	
	Date	Responsibility	Date	Responsibility
A. Actions by Finance Division				
Circular requesting Application	by 15 April	Training Section, Finance Division	15 September	Training Section, Finance Division
Organize Meeting on Evaluation of previous course's result, course evaluation, lecturer's evaluation, trainer selection, training methodology with PFF	By 30 th April	Training Section, Finance Division	30 September	Training Section, Finance Division
Send opinion on the Proposed Pool of FEEM trainers received from PFF	By 30 th April	Training Section, Finance Division	30 September	Training Section, Finance Division
Deadline for Application receipt at FD	15 th June	Training Section, Finance Division	15 th November	Training Section, Finance Division
Application Scrutinize and applicant's information entry, Analysis	By 20 th June	Training Section, Finance Division	By 20 th November	Training Section, Finance Division
Preparation of Working paper	By 23 rd June	Training Section, Finance Division	By 23 rd November	Training Section, Finance Division
Meeting of the Training Committee	By 25 th June	Training Section, Finance Division	By 25 th November	Training Section, Finance Division
Meeting, Minutes Preparation, Approval, issuance and dispatch/ email of Order	By 30 th June	Training Section, Finance Division	By 30 th November	Training Section, Finance Division
B. Actions by PFF and C3				
Select Course Management Team Including Course Coordinator	by 31 March	PFF/C3	By 31 st August	PFF/C3
Assign Course Room	by 15 April	PFF/C3	By 15 September	PFF/C3
Propose a Module wise list of Pool of Trainers to FD	by 15 April	PFF/C3/ Course Coordinator	By 15 September	PFF/C3/ Course Coordinator
Finalize Preparation/ updating FEEM Trainers' Manual	by 15 April	PFF/C3/ Course Coordinator	By 15 September	PFF/C3/ Course Coordinator
Prepare Final List of Trainers	by 7 th May	PFF/C3/ Course Coordinator	By 7 th October	PFF/C3/ Course Coordinator
Complete Contacting Trainers, requesting names of Assistant Trainers from Each module Lead Trainers	by 15 th May	Course Coordinator	By 15 th October	Course Coordinator
Circulate Trainers Manual to each trainers' (to lead & standby trainers) requesting handouts, reading list, reading materials (if any) and soft and hand copy of PowerPoint slides	by 15 th May	Course Coordinator	By 15 th October	Course Coordinator
Organize Training for FEEM Trainers'	by 20 th May	Course Coordinator	By 20 th October	Course Coordinator
Ensure Collection of handouts, reading list, reading materials (if any) and soft and hand copy of lecture wise PowerPoint slides	by 20 th June	Course Coordinator	By 20 th November	Course Coordinator
Finalize sequencing modules and prepare Class Routine	by 25 th June	PFF/C3/ Course Coordinator	By 25 th November	PFF/C3/ Course Coordinator
Complete compilation and reproducing copy of course reading materials and slides separately with durable bindings.	by 30 th June	Course Coordinator	By 30 th November	Course Coordinator
Complete Trainers' Evaluation Form (TEF)	10 th July	Course Coordinator	By 10 th December	Course Coordinator
Complete Logistics arrangements (such as portfolio bag, snacks, room logistics, OHP)	10 th July	Course Coordinator	By 10 th December	Course Coordinator
Complete Preparation of Opening Ceremony, Course Photograph, invitation for the ceremony, Photographer and other necessary arrangements	10 th July	Course Coordinator in consultation with FD/DMTBF/PFF	By 10 th December	Course Coordinator in consultation with FD/DMTBF/PFF
Course Starts	3rd Sunday of July		3rd Sunday of December	

Course Ends	3 rd week of Oct.	3 rd week of March
Finalization of Result		
Course Evaluation report Preparation		
Preparation of recommendation based on feedback		
Sending FEEM results to FD		
Contacting British Council		
IELTS		
IELTS preparatory		
IELTS Results		
FD's Approval of Scholarships		
Admission Follow-up		
Fund Release		
Pre-departure briefing		
Dispatching Scholarship recipients to Universities		
Post Course briefing		

APPENDIX-4

Check list to be followed during the course (Not Exhaustive)

Task	Actions Required	Responsibility	Use √
Course Photo	On the opening day, first session	Course Coordinator (CC)	
Class Logistics Inspection	Everyday by 9.00 am	CC, CITS,CA	
Contacting Trainers	Day before the class (for every single class)	CC	
Timely attendance	Course Coordinator (CC) takes back attendance sheet at 9.45am and 2.15pm	CC	
Tea break	CA gets ready with arrangements 15 minutes prior to the break	Course Assistant (CA)	
Lunch Break			
Keeping maintenance personnel standby	For OHP, Computer, AC and other equipments, appropriate persons must remain standby so that can intervene in shortest possible time	CC, office Manager, CITS, CA	
EVALUATION			
Recording of Trainers' Evaluation	Evaluation to be entered into the template same day after class	CITS	
Trainers' Evaluation Form	CC enters class 5 minutes before class breaks and get the lecturer evaluation done after each class	CC	
Module Examination	Following Sunday after each module ends. CC prepares 3 working days prior to exam date	CC	
Overall Course Evaluation Form	Prepare 3 days before last day of the training. Circulate in the last session, give a brief introduction and collect by the end of the session.	Technical Advisor CC & CITS	
Recording of Course Evaluation	Complete Recording of all evaluation and analyze within 3 working days of the course.	CITS	
Evaluation Report	Complete total course evaluation (overall + trainers + Participants Opinion session feedback) within 5 working days of course completion	Technical Advisor + CC	
Course Data Template Preparation	Prepare all templates before the course opening	CC & CITS	
Course magazine	Starts preparation from the first day and ensure publication 2 days before closing ceremony. Select editing team by 2 nd week of the class. Collect 2/3 small write up/ articles on economic issues by half of the course and also collect photo with full identity. Purpose is encouraging writing while keep printed detail about all participants.	CC & CITS	
EXAMINATION			
Exam paper coding		CC	
Exam paper sending to Trainers		CC	
Result and Exam Paper Collection		CC	
Code matching and result tabulation		CC	
Final result Tabulation		CC	
STUDY TOUR			
Study Tour-1 spot selection		CC in consultation with CD	
Study tour dates		CC in consultation with CD	
Study tour management team		CD	
Study Tour logistics		CC & PFF	
Transportation and lodging		CC	
Questionnaire/ Check list for Study Tour		CC	
Briefing on Study tour		CC	
FD Tour & presentation	Policy	CC	
DMTBF tour and Presentation	reform	CC in consultation with CD/PD	
Study tour Presentation	Budget Preparation: Lessons in FEEM classes VS Study Visit Findings		

APPENDIX-5

Course Evaluation Form

(To be completed by each participant at the end of each module)

Financial Economics and Economic Management (FEEM) Course					
Module Title: _____					
Name of Instructor(s): _____ _____					
Date: _____					
Please provide your feedback (√) using the following scale:					
1 - Poor	2 - Needs Improvement	3 – Average	4 - Above average	5 - Excellent	
The Instructor...					
Was well prepared and well organized	1	2	3	4	5
Engaged the learners to stimulate participaon and active learning	1	2	3	4	5
Communicated effectively with all learners	1	2	3	4	5
Made good use of audio visuals to highlight key concepts	1	2	3	4	5
Responded positively and constructively to participant questions	1	2	3	4	5
Spoke clearly and repeated key concepts at all times	1	2	3	4	5
Was knowledgeable about the topics	1	2	3	4	5
Gave instructions and asked questions effectively	1	2	3	4	5
Was enthusiastic about the topics	1	2	3	4	5
Clarified and repeated the main points of the sessions	1	2	3	4	5
Managed time effectively	1	2	3	4	5
Provided a good mix of theory and practice	1	2	3	4	5
How would you rate the overall performance of the trainer?	1	2	3	4	5
COURSE CONTENT and METHODS					

The teaching methods and strategies were engaging	1	2	3	4	5
The content of the course was relevant for participants	1	2	3	4	5
The learning materials provided were appropriate and useful	1	2	3	4	5
Content was well organised	1	2	3	4	5
Examples and cases were used to illustrate key skills and knowledge	1	2	3	4	5
Exercises and learning activities used were effective and relevant	1	2	3	4	5
How would you rate the course content overall?	1	2	3	4	5
List three (3) important things you learned during this module.					
Please suggest ways this module might be improved for future courses.					
Additional Comments and Suggestions					

Thank you for your feedback. Your contributions will make future courses more effective.

APPENDIX-6

Trainer Observation Checklist Template
(To Be completed by Course Coordinator)

Financial Economics and Economic Management (FEEM) Course

Name of Module: _____

Name of Trainer: _____) _____

Name of Observer: _____

Date: _____

- | | |
|--|--|
| 1. Did the instructor provide an overview of the module at the start? | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| 2. Did the instructor state the purpose and objectives of the module | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| 3. Was there a logical structure to the lesson? | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| 4. Did the Instructor speak clearly so that all could hear? | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| 5. Did the Instructor use audio-visual aids to highlight key concepts? | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| 6. Did the Instructor provide question and answer sessions to reinforce learning? | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| 7. Did the Instructor encourage active participation from all group members? | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| 8. Did the Instructor use time effectively? | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| 9. Was the Instructor well organized throughout the module? | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| 10. Did the Instructor respond effectively to participant questions? | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| 11. Did the Instructor use familiar examples to illustrate difficult concepts? | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| 12. Did the Instructor maintain a positive learning environment at all times? | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| 13. Did the Instructor maintain a positive relationship with all participants? | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| 14. Did the Instructor provide a review of key concepts at the end of the session? | Yes <input type="checkbox"/> No <input type="checkbox"/> |

15. Please provide your overall rating of the Instructor

SCORE	5	4	3	2	1
MEANING	Highly Effective and Credible		Effective but unorganized at times		Ineffective and disorganized

Please use the reverse side for additional comments