**Short Course Title:** Good Governance in the Health Sector

**PHASE-1:** Teaching-Learning Module

**DAY-1**

**Event:** Orientation  
**Date:** 12 January 2023, Thursday  
**Time:** 2:30 – 4:30PM

<table>
<thead>
<tr>
<th>Time</th>
<th>Topic <em>(brief description)</em></th>
<th>Speaker(s)</th>
</tr>
</thead>
</table>
| 2:30 – 3:10 PM   | **Self-introduction** *(Starting with JPGSPH Team Name, Job Title, Organization)*  
|                  | **Virtual group photo with all participants**                                              | All participants                                                          |
| 3:10 – 3:40 PM   | **Roadmap of Good Governance short course** *(outline of course, daily attendance, daily course evaluation, draft SDIP submission end of course, follow-up, final SDIP submission, and certification, Q&A)*  
|                  |                                                                                           | Dr Proloy Barua  
|                  |                                                                                           | Assistant Scientist  
|                  |                                                                                           | BRAC James P Grant School of Public Health (BRAC JPGSPH)  
|                  |                                                                                           | BRAC University                                              |
| 3:40-4:30PM      | **SDIP Team Formation** *(Team will be formed based on participants from same organizations and/or their common interest of preference for SDIP. Three teams are preferred to manage and give feedback more efficiently)*  
|                  |                                                                                           | All Participants  
|                  |                                                                                           | And  
|                  |                                                                                           | Dr Proloy Barua  
|                  |                                                                                           | Assistant Scientist  
|                  |                                                                                           | BRAC James P Grant School of Public Health  
<p>|                  |                                                                                           | BRAC University                                              |</p>
<table>
<thead>
<tr>
<th>Session Code</th>
<th>DAY # and TIME</th>
<th>Learning Outcomes</th>
<th>Session Contents</th>
<th>Teaching and Learning Methods</th>
<th>Resource Person</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Theme-1</strong></td>
<td></td>
<td>Overview of Governance</td>
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<tr>
<td>Brief description</td>
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<td>Introduces the basic principles of governance, good governance, inter-sectoral collaboration such as governance organization (GO)-non-government organization (NGO) collaboration, Public-Private collaboration. It will discuss basic concept of good governance.</td>
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</table>
| GGH-1.01     | DAY-2: 15 Jan 2023 Sunday 2:30-3:30 PM | Aim: Providing an overview of governance. Skill: Develop a general understanding of governance | Understanding Governance:  
• Basic principles of governance  
• Good Governance:  
  o Responsiveness  
  o Accountability  
  o Transparency | Facilitator led Interactive Discussion with PPT (35min)  
Rana Plaza Video (25min)  
Q & A | Dr Rizwan Khair  
Associate Professor  
South Asian Institute of Policy and Governance (SIPG), North South University, Dhaka |
| GGH-1.02     | DAY-2: 15 Jan 2023 Sunday 3:30-4:30 PM | Aim: Providing an overview of governance. Skill: Develop a general understanding of governance | Understanding Governance:  
• Inter-sectoral collaboration:  
  o GO-NGO partnership  
  o Public-Private collaboration | Continue previous session (15min)  
Group-based case studies assigned prior to the session (25min)  
  o Access to essential drugs  
  o Scaling up TB treatment  
  o Urban primary health care project (UPHCP)  
  o Including maternal, newborn and child survival project  
  o Encouraging GO-NGO collaboration in tobacco control | Dr Rizwan Khair  
Associate Professor  
South Asian Institute of Policy and Governance (SIPG), North South University, Dhaka  
Dr Proloy Barua  
(Co-facilitator for group work) |
# Good Governance in the Health Sector

<table>
<thead>
<tr>
<th>Session Code</th>
<th>DAY # and TIME</th>
<th>Learning Outcomes</th>
<th>Session Contents</th>
<th>Teaching and Learning Methods</th>
<th>Resource Person</th>
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<td>present following points (20min)</td>
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<td>o different forms of collaboration based on different situation/context</td>
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<td>o Characteristics of each collaboration</td>
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<td>o Challenges and opportunities</td>
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<td>o What types of assets were required for collaboration</td>
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<td></td>
<td></td>
<td></td>
<td>o Level of success of these projects</td>
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<td>o What would you avoid if you were the implementer of the project or how would replicate the learning from the project</td>
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</table>

### Useful links
- **Document:** [Governance for health in the 21st century](#)
- **Video links on**
  - Principles of Good Governance
  - The full story of the Rana Plaza Factory Disaster
- **Video links on governance:**
  - link-1
  - link-2
  - link-3
  - link-4
- **Video links on**
  - What is good governance
  - Accountability
  - Qualities of Good Governance
## Good Governance in the Health Sector

### Session Code: D DAY 1

<table>
<thead>
<tr>
<th>Learning Outcomes</th>
<th>Session Contents</th>
<th>Teaching and Learning Methods</th>
<th>Resource Person</th>
</tr>
</thead>
</table>
| **Aim:** Understanding the importance of governance in health sector | **Health Governance**  
- What is Clinical Governance  
- Importance of clinical governance  
- How can the ministry of health strengthen clinical governance framework in Bangladesh? | **Interactive discussion**  
(45min)  
- Participants would share their lived experiences  
(15min)  
- Group Exercise | Dr. Ataur Rahman  
Director  
Centre for Professional Skills Development in Public Health  
(CPSD), BRAC James P Grant School of Public Health, BRAC University |

### Brief description

Introduces the defining clinical governance, importance of clinical governance in health service delivery, current state of collaboration and coordination and citizen engagement or third-party engagement in quality control in service delivery. It also focuses on application of clinical governance framework in Bangladesh.

**Useful links:**
- Framework for assessing governance of the health system in developing countries: gateway to good governance
- Addressing Governance Challenges and Capacities in Ministries of Health
- Health Sector Governance: An Overview of the Legal and Institutional Framework in Bangladesh

### Theme-3

#### Health Governance Standards & Practices

| Brief description | It explores collaborative governance, National Integrity Strategy (NIS), Right to Information (RTI), and Grievance Redress Strategy (GRS) in Bangladesh |

| DAY-4: 18 Jan 2023 Wednesday 2:30-3:30 PM | **Aim:** Introduction to governance tools in the context of governance | **Tools of Governance**  
- Collaborative Governance  
- The national integrity strategy (NIS), the Right to Information (RTI) Act, and grievance redressed system (GRS): Reality Checks | **Facilitator led interactive discussion with PPT** |
|-------------------|------------------------------------------------|----------------|-----------------|
| DAY-4: 18 Jan 2023 Wednesday 3:30-4:30 PM | **Aim:** Introduction to governance tools in the context of governance | **Tools of Governance**  
- The national integrity strategy (NIS), the Right to Information (RTI) Act, and grievance redressed system (GRS): Reality Checks | **Case study title:** Confusion in Information Disclosure to reflect on 3 tools – NIS, RTI Act and GRS |

| **Mr. Nazrul Islam**  
Former Secretary  
(Coordination & Reform)  
Cabinet Division  
Government of Bangladesh (GoB) |

| **Dr. Md. Morshed Alom**  
Deputy Director  
Bangladesh Public Administration Training |
# Session Code | DAY # and TIME | Learning Outcomes | Session Contents | Teaching and Learning Methods | Resource Person
--- | --- | --- | --- | --- | ---
| GGH-3.03 | DAY-5: 19 Jan 2023 Thursday 2:30-3:30 PM | **Skills:** Understanding basic application of transparency as a good governance tool in health governance | and grievance redressed system (GRS): Reality Checks | • Briefing on group work (10min)  
• **Breakout room:** Case study will be given to the 3 groups to read (10min), discuss (15min) and presentation (25min)  
• Session Wrap-Up & Linking with the Next Session | Centre (BPATC), Savar, Dhaka

## References
- Case study (Confusion in Information Disclosure) link
  
  https://drive.google.com/file/d/1tUDkIAH1qC7PoBu3fE1jFZmqdAZr9IEI/view?usp=share_link (get access once we share)

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### GGH-3.03

**Aim:** Promoting usage of accountability as good governance tool

**Skills:** Understanding and application of accountability and Promoting usage of accountability as good governance tool

**Accountability: Concepts tools and Approaches**
- Definition of Accountability
- Type of Accountability
- Three different Accountability regimes
- Two critical factors in Accountability (source of agency control and degree of control over agency actions)

**Facilitator led interactive discussion with PPT**

**Q&A**

**Dr. Ataur Rahman**
Director  
Centre for Professional Skills Development in Public Health (CPSD), BRAC James P Grant School of Public Health, BRAC University

### GGH-3.04

**Aim:** Understanding good practices of health governance

**Skills:** Utilization of good practices in health governance

**Ensuring Governance in Health Service Delivery**
- Responsiveness  
- Managing Stakeholders  
- Coordination & Coalition  
- Performance Monitoring & Evaluation

**Linking previous session with current session**

**Facilitator led interactive discussion with PPT**

**Q&A**

**Dr Rizwan Khair**
Associate Professor  
South Asian Institute of Policy and Governance (SIPG), North South University, Dhaka

## References
- WHO Accountability Framework
- Analysing and Assessing Accountability: A Conceptual Framework Mark Bovens
Short Course Title: Good Governance in the Health Sector
Theme: Health Governance – Ground Realities & Ways Forward
Discussion Topic: Improving Governance in achieving Universal Health Coverage in Bangladesh: Challenges and Opportunities
Teaching & Learning Method: Panel discussion
Day-6:
Date: 22 January 2023, SUNDAY
Time: 2:30 – 4:30PM
Session code: 3:05

Outline of panel discussion: This panel discussion is part of the fourth theme of the short course. First, the Chair will introduce the speakers and set the tone for the discussion. Then, first speaker will share his perspectives on the importance of governance in the health sector of Bangladesh. Second speaker will talk about challenges towards ensuring governance in the country. Third speaker will share his perspectives on opportunities and strategies for improving health governance in the country. Please note that the Panelists will take up questions from the participants during the discussion and respond to them later. Finally, the Chair will summarize the discussion and conclude the panel session.

Program schedule

<table>
<thead>
<tr>
<th>Time</th>
<th>Panel topic (Focused on)</th>
<th>Speaker(s)</th>
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</thead>
</table>
| 2:30 – 2:40 PM (10min) | Welcome by Chair (Chair will introduce the topic and panelists, and moderate the session) | Mr. Md. Ashadul Islam  
Former Senior Secretary  
Planning Division of the Ministry of Planning. And  
Previously, in Health Economics Unit (HEU) of Ministry of Health and Family Welfare, Dhaka, Bangladesh  
Government of Bangladesh (GoB) |
| 2:40 – 3:05 PM (25min) | Sharing perspectives on the topic (importance of improving health governance in the country)  | Dr. Rizwan Khair  
Associate Professor  
South Asian Institute of Policy and Governance (SIPG), North South University, Dhaka, Bangladesh |
| 3:05 – 3:30 PM (25min) | Sharing perspectives on the topic (Challenges and gaps towards ensuring good governance in the country) | Dr. Muhammod Abdus Sabur  
Public Health Specialist |
| 3:30 – 3:55 PM (25min) | Sharing perspectives on the topic (Opportunities and strategies for improving good governance in the health sector) | Mr. Md. Helal Uddin  
Former Additional Secretary (Planning)  
Health Service Division, Ministry of Health and Family Welfare (MoHFW), Government of Bangladesh (GoB) |
| 3:55 – 4:20 PM (25min) | Questions and Answer Session: Questions to respective speakers from the Chair; Questions to respective speakers from other participants | Respective speakers would respond the questions |
| 4:20 – 4:30 PM (10min) | Summarize and Wrap-up by the Chair                                                       | Mr. Md. Ashadul Islam  
Former Senior Secretary  
Planning Division of the Ministry of Planning. And  
Previously, in Health Economics Unit (HEU) of Ministry of Health and Family Welfare, Dhaka, Bangladesh  
Government of Bangladesh (GoB) |
### Theme-4: The Service Delivery Improvement Project (SDIP): A Practical Tool for Community-based Project Planning and Management

**Brief description**: Under the final theme of the course, **Day-7 to Day-12** will focus on useful practical tools (e.g., SWOT Analysis, PESTEL Analysis, Stakeholder Analysis, Problem Tree Analysis, Objective Tree Analysis, Risk Analysis, Vertical and Horizontal Logic of Log Frame) for designing a project related to address/improve health problems of community people. It guides participants to explore root causes of health problems through problem tree and stakeholder analysis focusing on community level health issues and finding an innovative solution to solve those problems.

| VPS-4.01 | **Day: 7** | **Aim**: Providing an overview of tools required for identifying and planning a SDIP appropriately & exploring them in practice. | **Tools for project identification and design (formulation of SDIP):**

**Situation Analysis Tools**
- SWOT Analysis
- PESTEL Analysis
- Stakeholder Analysis | **Facilitator led interactive discussion with PPT(60min)**
- Demonstrating how to perform SWOT, PESTEL and Stakeholder Analysis in MS Excel
- Selecting four categories of stakeholders (approvers, supporters/constrainers, collaborators/opponents, beneficiaries/target population)
- Stakeholder mapping in Excel
**Group Exercise and presentation (60min)**
Participants will brainstorm in zoom breakout room and prepare presentation on above analyses |
| 23 Jan 2023 Monday 2:30-3:30PM | **Skill**: Understanding & experiencing the dynamics of different tools of situation analysis for planning a SDIP appropriately. |
|  |  |  |  | **Dr Proloy Barua**
Assistant Scientist
BRAC James P Grant School of Public Health
BRAC University |
<table>
<thead>
<tr>
<th>Session Code</th>
<th>DAY and Time</th>
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</tr>
</thead>
</table>
| VPS-4.02     | Day: 8 24 Jan 2023 2:30-4:30PM | **Aim:** Providing an overview of identification and selection process of appropriate SDIP Issue/Title along with its targeted achievement  
**Skill:** Understanding the dynamics of identification and selection process of appropriate SDIP Issue/Title along with its targeted achievements | **Formulation of SDIP:**  
- Introducing some parts of SDIP Plan Format  
- Identification and Selection of SDIP Issue/Title  
- Targeted Achievement (Overall Goal) | | Dr Proloy Barua  
Assistant Scientist  
BRAC James P Grant School of Public Health  
BRAC University |

**References**  
- Document: BHW Strategic Plan (PESTEL, SWOT Analysis)  
- PESTEL: Political, Economic, Social, Technological, Environmental, and Legal  
- Video: PESTEL Analysis  
- Video: How to use SWOT Analysis  
- Video: Combining SWOT and PESTEL Analysis with an Example - Simplest Explanation Ever  
- Video: What is Stakeholder Analysis  
- World Bank logical framework document

**VPS-4.02**

**Short Briefing on Team Exercise (10min)**  
- The processes need to be followed for identification and selection of SDIP title  
- Targeting end results, and putting them into SDIP Plan Format

**Team Exercise (55min)**  
Participants will brainstorm in breakout room for:  
- Each of the three teams (Padma, Meghna, Jamuna) will choose a SDIP topic/title from respective equity related themes.  
- Each team will prepare an implementable SDIP within their course work period.  
- Each team will send their selected title to facilitators
<table>
<thead>
<tr>
<th>Session Code</th>
<th>DAY and Time</th>
<th>Learning Outcomes</th>
<th>Session Contents</th>
<th>Teaching and Learning</th>
<th>Recourse Person(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>VPS-4.03</td>
<td>Day: 9</td>
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</tbody>
</table>
|              | 25 Jan 2023  | Aim: Providing an overview of tools required for identifying and planning a SDIP appropriately & exploring them in practice. | **Tools for project identification and design (formulation of SDIP):**  
- **Objectives Analysis Tools**  
  - Problem Tree Analysis  
  - Objective Tree Analysis  
- **Alternatives Analysis Tool**  
  - Risks Analysis | through email or put the same on the Zoom Chat Box.  
**Team Presentation (55min)**  
- Return from Zoom Breakout room  
- Each group will present their SDIP Title/issues to addressed along with targeted achievements  
- Each team will send their selected title to facilitators through email or put them on Zoom Chat Box | Dr Proloy Barua  
Assistant Scientist  
BRAC James P Grant  
School of Public Health  
BRAC University |

**References**  
- Document: [Logical Framework of UHC monitoring tools](#)  
- Videos:
### Good Governance in the Health Sector

<table>
<thead>
<tr>
<th>Session Code</th>
<th>DAY and Time</th>
<th>Learning Outcomes</th>
<th>Session Contents</th>
<th>Teaching and Learning</th>
<th>Recourse Person(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>VPS-4.04</td>
<td>Day: 10</td>
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<td>26 Jan 2023</td>
<td><strong>Aim:</strong> Experiencing the challenges of formulating vertical logic of SDIP planning.</td>
<td><strong>Tools for project identification and design (formulation of SDIP):</strong></td>
<td><strong>Team Exercise (60min)</strong></td>
<td>Dr Proloy Barua</td>
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<td>Thursday 2:30-4:30PM</td>
<td><strong>Skill:</strong> Understanding the dynamics of vertical logic in SDIP planning.</td>
<td><strong>Project Design</strong></td>
<td>Each group will do the following activities in Breakout room</td>
<td>Assistant Scientist</td>
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<td>• Preparing <strong>Vertical Logic</strong> (Goal, purpose, outputs, activities) of selected SDIP Plan</td>
<td>BRAC James P Grant</td>
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<td>• Checking the logical sequences</td>
<td>School of Public Health</td>
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<td><strong>Team Presentation (60min)</strong></td>
<td>BRAC University</td>
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<td>• Each group will narrate the Purpose, Objective, Output, and Activity of their project</td>
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<td></td>
<td>• Peers’ Feedback</td>
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<td>• Facilitators’ feedback</td>
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<td>• Addressing feedback (Homework for each group)</td>
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<p>| VPS-4.05     | Day: 11      |                   |                  |                       |                     |
|              | 29 Jan 2023  | <strong>Aim:</strong> Experiencing the challenges of formulating vertical logic of SDIP planning. | <strong>Tools for project identification and design (formulation of SDIP):</strong> | <strong>Team Exercise (60min)</strong> | Dr Proloy Barua     |
|              | Sunday 2:30-4:30PM | <strong>Skill:</strong> Understanding the dynamics of vertical logic in SDIP planning. | <strong>Project Design</strong> | Each group will do the following activities in Breakout room | Assistant Scientist |
|              |              |                   |                  | • Preparing <strong>Horizontal Logic</strong> (OVI, MOV, Important | BRAC James P Grant   |
|              |              |                   |                  | • Output design | School of Public Health |
|              |              |                   |                  | <strong>Team Exercise (60min)</strong> | BRAC University      |
|              |              |                   |                  | • <strong>SMART</strong> Goal &amp; Purpose (Objective) setting |                     |
|              |              |                   |                  | • Output design |                     |</p>
<table>
<thead>
<tr>
<th>Session Code</th>
<th>DAY and Time</th>
<th>Learning Outcomes</th>
<th>Session Contents</th>
<th>Teaching and Learning</th>
<th>Recourse Person(s)</th>
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</thead>
</table>
| VPS-4.06     | Day: 12 30 Jan 2023 Monday 2:30-4:30PM | **Aim:** Experiencing the challenges of formulating horizontal logic of SDIP planning.  
**Skill:** Understanding the dynamics of horizontal logic in SDIP planning.  
**Formulation of SDIP:**  
- Finalization of SDIP  
- Review of SDIP by facilitator  
- Submission of Draft Final SDIP  
**Closing of Phase-1**  
- Participants will be followed up after next one month which is Phase-2  
**Team Exercise (60min)**  
- Addressing facilitators’ feedback  
- Revising/fine tune whole SDIP by each team addressing peers’ and facilitators’ feedback  
**Final Presentation (60min)**  
- Final draft of SDIP presentation and submission | Assumption) of selected SDIP Plan  
- Checking the logical sequences  
**Team Presentation (60min)**  
- Each group will narrate the Purpose, Objective, Output, and Activity of their project  
- Peers’ Feedback  
- Facilitators’ feedback  
- Addressing feedback (Homework for each group) | Dr Proloy Barua  
Assistant Scientist  
BRAC James P Grant  
School of Public Health  
BRAC University |

**References**  
- Video: Smart Goal Setting
**PHASE-2: SDIP Follow-up**

**WEEKLY STRUCTURED FOLLOW UP (1 – 20 February 2023)**

<table>
<thead>
<tr>
<th>WEEK</th>
<th>What exactly are they doing (What is their SDIP issue)</th>
<th>What feedback given by the course team and when</th>
<th>Where they are in their SDIP (% of work done)</th>
</tr>
</thead>
<tbody>
<tr>
<td>WEEK-1</td>
<td></td>
<td></td>
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<tr>
<td>TEAM-Date</td>
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<tr>
<td>PADMA-1</td>
<td>1 Feb 2023, Wed</td>
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<td>MEGHNA-2</td>
<td>Feb 2023, Thu</td>
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<td>JAMUNA-5</td>
<td>Feb 2023, Sun</td>
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<td>WEEK-2</td>
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<td>TEAM-Date</td>
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<td>PADMA-6</td>
<td>6 Feb 2023, Mon</td>
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<td>MEGHNA-7</td>
<td>Feb 2023, Tue</td>
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<td>JAMUNA-8</td>
<td>Feb 2023, Wed</td>
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<td>WEEK-3</td>
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<td>PADMA-9</td>
<td>9 Feb 2023, Thu</td>
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<td>Feb 2023, Sun</td>
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<td>JAMUNA-13</td>
<td>Feb 2023, Mon</td>
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<td>WEEK-4</td>
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<td>TEAM-Date</td>
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<td>PADMA-14</td>
<td>14 Feb 2023, Tue</td>
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<td>MEGHNA-15</td>
<td>Feb 2023, Wed</td>
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<tr>
<td>JAMUNA-16</td>
<td>Feb 2023, Thu</td>
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</table>

Final SDIP Report submission: **23 February 2023, Thursday; 5PM**

**PHASE-3: Course Completion Certification**

**COURSE COMPLETION AND CERTIFICATES WILL BE SENT VIA EMAIL TO THOSE WHO WOULD SUCCESSFULLY COMPLETE THE COURSE UPON SDIP REPORT SUBMISSION.**