

STRATEGIC PLAN
for
Institutional Development of BPATC
2013-2021



Bangladesh Public Administration Training Centre

STRATEGIC PLAN
for
Institutional Development of BPATC
2013-2021

Towards
Effective Governance



Bangladesh Public Administration Training Centre
Savar, Dhaka 1343
www.bpatc.org.bd

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for
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Development of BPATC-2013-2021**

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Rector's Foreword

I am pleased to provide some introductory thoughts to Strategic Plan of BPATC, which arrives at an important turning point in the history of Bangladesh Public Administration Training Centre (BPATC). This plan summarises our priorities and sets out a series of programmes and actions that we believe will help BPATC overcome challenges it faces in the years ahead and achieve the goals and objectives we have set for ourselves to realise our potential to the full. It is both a reaffirmation of our fundamental commitment to serve the people in the pursuit of training, research and consultancy and a promise to be accountable for our progress. We highly value innovation in our services and are thereby bringing significant shift in the approaches and structures of training programmes. We emphasise result-based training and making appropriate linkage of training and development with promotion and career development through advocacy to the Government.

In 2011, about three months into my term as BPATC's Rector, I set in motion a strategic planning process, aimed at establishing our institutional priorities and enabling us to make wise resource-allocation choices in the months and years to come. That process started with formation of three committees headed by Member of the Directing Staff (MDS) of Programmes and Studies Division, Member of the Directing Staff of Project and Development Division and Member of the Directing Staff of Management and Public Administration Division respectively. The committees asked respective departments to come up with descriptions of their current priorities and their aspirations for tomorrow. The MDSs, in turn, used these collections of mini-strategic plans to create three separate reports highlighting priority areas- a major feat of distillation, for which I commend them and remain grateful.

In order to consolidate the three separate reports prepared by three committees and to maintain due process of strategic planning a taskforce was formed in June 2012.

They were entrusted, specifically, with thinking about the needs of BPATC as a whole. The taskforce held a number of meetings among themselves, with consultants of Managing At The Top 2 Programme and also with me. They also organised series of faculty workshops to identify core values of BPATC, to revisit vision and mission statements and also to analyse strengths, weaknesses, opportunities and threats (SWOT) of the Centre. Based on the meetings and workshops and many other similar documents, they produced a draft strategic plan of BPATC under the title, 'Rebranding BPATC'. They sat down with the MATT2 Consultants and submitted a proposal to me to hold an exclusive workshop on Strategic Planning at Asian Institute of Technology (AIT), Thailand. The draft strategic plan formulated by BPATC team was critically analysed and validated by AIT experts during 19-30 November 2012.

After AIT validation, the taskforce revised the said draft strategic plan and added an action plan for implementation. They placed their revised draft before the faculty members and MATT2 Consultants for their opinions. They came up with valuable inputs that helped in drafting an improved version of the document which was submitted to me with the title, 'Towards Effective Governance'. The document was posted on our website for feedback and simultaneously there was held wide stakeholders' consultation by means of organising workshops consisting of representatives from various ministries, departments, training institutions, participants of different ongoing training courses at BPATC. Finally, the document of 09-year Strategic Plan of BPATC under the title, 'Towards Effective Governance,' was approved by the Board of Governors (BoG) in 28th March 2013.

Simply speaking, the document articulated a vision, mission, core values and a set of 'commitments' which in turn translated into a number of strategic goals. The redefined vision states, 'BPATC becomes a centre of excellence for developing patriotic, competent and professional civil servants dedicated to public interest'. In order to achieve the Shared vision, four distinct functional areas were specified under the mission statement. Actually, as a public sector training organisation BPATC has got seven core values namely discipline, integrity, inclusiveness, professionalism, learning for results, innovation and team spirit. There are seven projected strategic goals for which there is required number of objectives and actions set out in details. Under this strategic Plan BPATC will design a master plan of infrastructural development as well as a rolling work plan of next nine years. At the end of every year the action plan will be reviewed and made necessary adjustments and revisions with continuous monitoring and follow-up.

Throughout this process, we have received lots of feedback. Much of that feedback has been very positive, some less so. Some people have wondered, for example, if we are proceeding too fast. I have responded that we need to move quickly to seize the opportunities that lie just ahead of us. Some have asked for more explicit statements about our institutional strengths; I have responded that those strengths should be

celebrated and, indeed, those celebrations need to occur in the context of a broader strategy that acknowledges the choices we have in front of us. So what is this document? It is no more or less than a vision of what BPATC is, and what it can be. It draws on the work of our assigned team and the subsequent strategic action plan. It moves the strategic vision into its next logical incarnation: a clear and, I hope, compelling statement of what we are all about and where we intend to go next.

As friends of this great training institution take it to heart, I am sure they will suggest ways to make our case even more compelling and pragmatic. The strategy outlined here has been well vetted and is strongly supported by all our stakeholders, including, most importantly, the faculty and our Board of Governors, partner institutions, ministries and trainees. I am convinced that it is time for us to agree on a clear statement of the vision of BPATC, as well as a road map for moving forward.

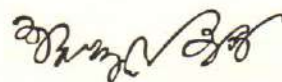
In delivering this strategic plan we will not be working alone. We already have many partners at home and abroad who share our values and we consider it vital to work in close collaboration with them. I would like to thank all of the people who took part in our consultation and offered us their insights, evidence, experience and ideas, without whose contributions we simply would not have been able to develop a plan which was directed at the right targets or which could possibly work in the real world.

In the coming years we intend to capitalise on the relationships we have been building with people and organisations who have an interest in BPATC's mission and we will find more ways to secure the expert advice of many in our programmes and our decision-making. The hard work of delivering this strategy can only succeed with the involvement of the widest possible coalition. I hope and believe that our plans match that ambition. I look forward to witnessing the implementation of this Strategic Plan, especially to see how the interventions create conditions for a better public service delivery for all our people. Government has a critical role to play in this regard, and I urge the fullest support and encouragement as we proceed.

I was stunned to discover that for at least three decades, since its inception in 1984 as a merger of four erstwhile training institutions, almost nothing has been written by us, about us, on the fundamental level of values, vision, and a plan to achieve our goals.

I do believe that with this document there are community-defined commitments lying behind it and, therefore, the strategies will reach the vision without fail.

I look forward to your responses.



A. Z. M. Shafiqul Alam

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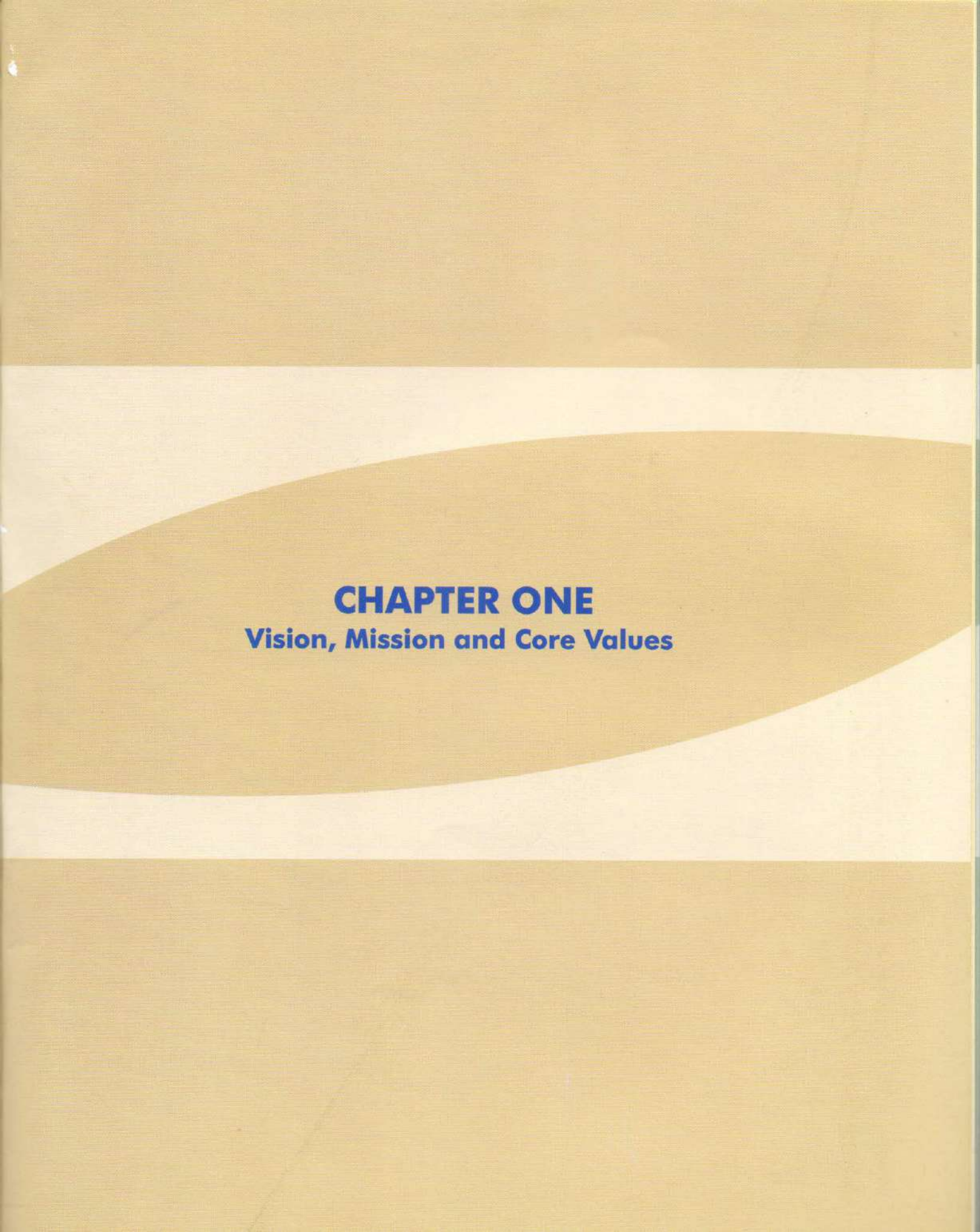
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CHAPTER ONE

Vision, Mission and Core Values

Vision, Mission and Core Values

Bangladesh Public Administration Training Centre as the apex training institution of the country perceives and expresses common aspirations and expectations of its key stakeholder, the civil servants, who will uphold and remain committed to the core values of the nation i.e Democracy, Nationalism, Secularism, and Social Justice. Vision and mission of BPATC, thus, always inspire and create a sense of purpose and commitment in the psyche of all the employees of the organisation.

BPATC also believes and practices some fundamental principles and values which create a strong, unique and innovative culture in the organisation. The shared vision, mission and core values are described below:

VISION

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

MISSION

We are committed to achieve the shared vision through

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

CORE VALUES

BPATC, in all spheres of activities, cherishes the spirit of our great liberation war, fundamental principles of state policy and patriotism; and strives to infuse those among the stakeholders effectively.

BPATC's operating principles are built on core values of discipline, integrity, inclusiveness, professionalism, innovation, team spirit and learning for results. These values influence how we work together, how we serve our clients, how we make decisions, and how we determine our priorities. They reinforce our respect for the people we serve, our colleagues, and ourselves. As a public sector human resource development organisation, we value:

Discipline

We maintain discipline of highest order in every step of our activities. We believe in mutual respect and human dignity. We are committed to creating an environment where all views, opinions and inputs are encouraged and valued.

Integrity

We demonstrate patriotism and ethics in our activities. We do what we say. We practise integrity by ourselves and encourage our trainees to uphold it in their activities.

Inclusiveness

We are committed to achieving a diverse and highly professional workforce at all levels of the organisation and to ensuring equity and equal opportunities for all irrespective of faith, creed, ethnicity, language, age, race, gender and physical infirmity. We promote social inclusion and a culture of tolerance and peace.

Professionalism

We show leadership and strive for excellence in our activities by means of professionalism and competencies. We are passionate about the work we do and foster pro-people attitude.

Learning for Results

We impart training for results and take follow up actions to stay relevant. We value and maintain an enabling environment for continuous learning for our clients and ourselves. We are keen to build partnership and collaboration with local and international organisations.

Innovation

We draw inspiration from our shared history and tradition. We are equally committed to finding creative and sustainable solutions to problems in an ever-changing global context. We highly regard innovations in governance and public management.

Team Spirit

We foster esprit de corps in our activities and share our achievements as well as failures among ourselves. We consider every individual of the organisation as a valued member of the team where contribution by everybody is recognised. We take careful initiatives to instill team spirit among participants of our programmes.

CHAPTER TWO
Setting Strategies

SETTING STRATEGIES

Strategic Goals and Objectives

The basis of this strategic plan is seven broad goals which move BPATC towards its vision taking account of the current context and key strategic issues. The goals are presented as headlines which summarise the core aspirations of key stakeholders. Each goal contains a number of key result areas (KRA) under which specific objectives are determined to help achieve the goal. For each objective a number of key performance indicators (KPI) are listed in the Action Plan to measure and monitor the progress.

Strategic Goal-1 : Integrated Human Resource Management System

Key Result Area-1.1: Developing and Maintaining Competent Human Resource

Objective-1.1.1 Ensure development and retention of faculty members and support staff

Objective-1.1.2 Ensure performance-based career development system

Strategic Goal-2: Client-Focused Quality Training and Education Programmes

Key Result Area-2.1: Offering need based and market responsive training programmes

Objective-2.1.1 Update existing course curriculums on regular basis

Objective-2.1.2 Widen market coverage of training programmes

Key Result Area-2.2: Introducing Executive Education Programmes to promote continuous learning

Objective-2.2.1 Introduce PGCert, PGD and Masters Programmes for the members of public service

Objective-2.2.2 Obtain accreditation /affiliation by UGC /local or international university

Objective-2.2.3 Introduce on-line learning programmes

Key Result Area-2.3: Strengthening and Extending Spatial Coverage

Objective-2.3.1: Strengthen capacity of RPATCs

Objective-2.3.2: Establish RPATCs in new divisions

Strategic Goal-3: Innovative Management Practices

Key Result Area -3.1: Improving the service delivery system

- Objective-3.1.1 Introduce e-services wherever applicable
- Objective-3.1.2 Develop BPATC as a model of learning platform of TQM
- Objective-3.1.3 Introduce Experiential Learning (EL) approach in all courses at BPATC
- Objective-3.1.4 Distribute responsibilities among divisions rationally
- Objective-3.1.5 Develop and maintain MIS/DSS for taking management decisions

Strategic Goal-4: Quality Infrastructure and Learning Aids

Key Result Area-4.1: Developing physical capacity and logistic support

- Objective-4.1.1 Prepare a master plan for infrastructural development of BPATC
- Objective-4.1.2 Increase accommodation capacity of dormitory, number of classrooms and related facilities
- Objective-4.1.3 Ensure sufficient and quality transport facilities

Key Result Area-4.2: Developing ICT infrastructure

- Objective-4.2.1 Establish and maintain modern internet facilities all over BPATC (WiFi, LAN, Video Conferencing, CC Camera etc)
- Objective-4.2.2 Modernise computer and language labs
- Objective-4.2.3 Introduce interactive website

Key Result Area-4.3: Maintaining up-to-date learning aids and resources

- Objective-4.3.1 Make e-library access available
- Objective-4.3.2 Establish automated library management
- Objective-4.3.3 Publish journals, books, reports etc online
- Objective-4.3.4 Introduce latest technology of training aids (quality Multi Media Projector, video projector, sound systems etc)

Strategic Goal-5: Leadership in Research and Consultancy on training and HRD, governance and public management

Key Result Area-5.1: Aligning research and publication activities to achieve organisational goals

- Objective-5.1.1 Update research policy of BAPTC
- Objective-5.1.2 Establish social research lab for the centre
- Objective-5.1.3 Introduce publication of a governance report on specific issues

Key Result Area-5.2: Streamlining and strengthening consultancy activities of the Centre

Objective-5.2.1 Open a consultancy branch

Objective-5.2.2 Develop a consultancy policy

Objective-5.2.3 Develop competence of faculty members in consultancy services

Strategic Goal-6: Strategic Partnership and Networking with Reputed National and International Institutions for Enhancing Organisational Capacity

Key Result Area-6.1: Running collaborative programmes, joint researches, and faculty exchange programmes

Objectives-6.1.1 Run collaborative short and long term training programmes

Objectives-6.1.2 Explore and conduct joint researches with national and international organisations

Objectives-6.1.3 Broaden international exposure of faculty members

Strategic Goal-7: Policy autonomy through legal and structural reform

Key Result Area-7.1: Updating and revisiting rules and regulations towards autonomy

Objective-7.1.1 Take initiative of updating and revising PATP

Objective-7.1.2 Modify BPATC Ordinance, rules and regulations

Objective-7.1.3 Restructure the organisation to improve performance

Objective-7.1.4 Improve organisational structure of BPATC to enhance management effectiveness and reflect strategic objectives

Objective-7.1.5 Operationalise policy autonomy of the Board of Governors

Objective-7.1.6 Introduce an equitable special allowance for all staff of BPATC

Objective-7.1.7 Revise training evaluation policy of BPATC

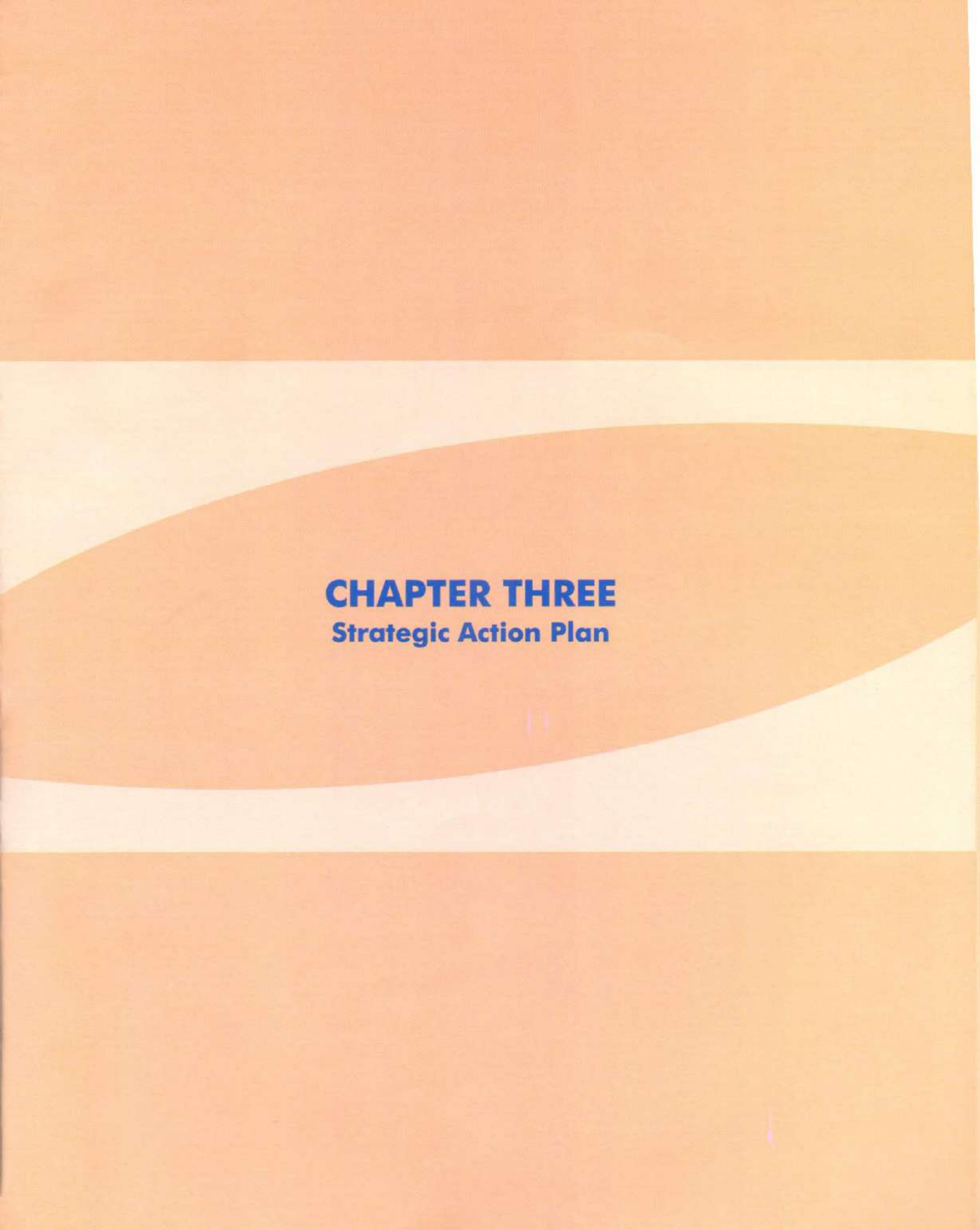
Objective-7.1.8 Introduce an additional performance management system to assist BPATC better manage its human resources

Key Result Area -7.2: Increasing income generation activities

Objective-7.2.1: Introduce market responsive training packages to wider range of clients

Objective-7.2.2: Develop and introduce international training programmes utilising the ITC

Objective-7.2.3: Widen coverage of selling products other than training



CHAPTER THREE

Strategic Action Plan

Strategic Action Plan

ACTION PLAN (SG 1)

STRATEGIC GOAL 1: Integrated Human Resource Management System

Key Result Area (s)	Objective (s)	Responsibility	Key Performance Indicator (s)	Completion Date	Critical Process / Issues
1.1 Developing and maintaining competent human resources	1.1.1 Ensure development and retention of faculty members and support staff	Administration	1.1.2.1 Policy for recruitment, placement and promotion of in-house faculty and staff revisited, revised and approved	31 Dec 2014	MoPA, BOG (Board of Governors)
			1.1.2.2 Policy for deputation of officers from MoPA revised and approved	30 Jun 2015	MoPA, BOG, PATP (Public Administration Training Policy)
	1.1.2 Ensure performance-based career development system	Administration	1.1.2.1 Policy on career development and retention for faculty members and staff formulated and approved	31 Dec 2014	MoPA, BOG, Finance, PATP
			1.1.2.2 Performance-based career development system as per approved policy on career development and retention operationalised	31 Dec 2014	

ACTION PLAN (SG 2)

STRATEGIC GOAL 2: Client-Focused Quality Training and Education Programmes

Key Result Area (s)	Objective (s)	Responsibility	Key Performance Indicator (s)	Completion Date	Critical Process / Issues
2.1 Offering need based and market responsive training programmes	2.1.1 Update existing course curriculums on regular basis	PPR	2.1.1.1 Training Needs Assessment (TNA) of all courses completed 2.1.1.2 Existing course curriculums updated as per TNA recommendations	31 Dec 2014 30 Jun 2015	
	2.1.2 Widen market coverage of training programmes	PPR & Research & Development	2.1.2.1 Market assessment for all training programmes completed 2.1.2.2 Required activities completed in accordance with recommendations of market assessment	31 Dec 2014 30 Jun 2015	
	2.2.1 Introduce PG Cert, PGD and Masters programmes for the members of public service	Administration & PPR	2.2.1.1 Feasibility study of introducing education programmes (PG Cert, PGD, MS) for the executives completed with recommendations.	31 Dec 2013	
	2.2.2 Obtain accreditation /affiliation by UGC /local or international university	PPR & International Programme	2.2.2.1 Endorsement of UGC obtained or collaboration with local or international university established	30 Jun 2014	UGC (University Grants Commission)
2.2 Introducing Executive Education Programmes to promote continuous learning	2.2.3 Introduce on - line learning programmes	PPR, IT & Research Development	2.2.3.1 Online learning needs assessment completed 2.2.3.2 Online learning programmes designed, approved and operationalised as per need	01 Jun 2014 30 Jun 2015	
	2.3.1 Strengthen capacity of RPATCs*	Administration, ST&TOT, Project	2.3.1.1 Capacity needs of existing RPATCs assessed and approved 2.3.1.2 Activities completed successfully as per recommendations of capacity needs assessment	01 Jun 2014 30 Jun 2015	* RPATC= Regional Public Administration Training Centre
	2.3.2 Establishing RPATCs in new divisions	Administration, ST&TOT, Project	2.3.2.1 Project proposal for establishing new RPATCs approved 2.3.2.2 Establishment of new RPATCs completed and operationalised	31 Dec 2014 31 Dec 2017	MOPA, Planning Commission

ACTION PLAN (SG 3)

STRATEGIC GOAL 3: Innovative Management Practices

Key Result Area (s)	Objective (s)	Responsibility	Key Performance Indicator (s)	Completion Date	Critical Process / Issues
3.1 Improving the service delivery system	3.1.1 Introduce e - services wherever applicable	Administration & IT	3.1.1.1 e -service need assessment completed. 3.1.1.2 Office files, tenders, notices, training schedules, handouts, working papers, minutes etc made available online (less -paper office). 3.1.1.3 e -HRM (process of online recruitment, online feedback, online performance appraisal etc.) operationalised.	31 Dec 2013 31 Dec 2014 31 Dec 2015	Technology, Finance, Manpower
	3.1.2 Develop BPATC as a model of learning platform of TQM	TQM Project	3.1.2.1 TQM model projects implemented in service delivery areas (café, dormitory, classroom, transport, office sections, clinic etc.)	31 Dec 2014	
	3.1.3 -Introduce Experiential Learning (EL) approach in all courses at BPATC	PPR & research and Development	3.1.3.1 EL incorporated in curriculums of Foundation Training Course (FTC), Advanced Course on Administration and Development (ACAD), Senior Staff Course (SSC) and other courses	30 June 2014	
	3.1.4 Distribute responsibilities among divisions rationally	Administration	3.1.4.1 Job descriptions and job specifications for all BPATC staff revised and approved.	31 Dec 2014	
	3.1.5 Develop and maintain MIS /DSS for taking management decisions	Research and Consultancy	3.1.5 .1 MIS /DSS database developed as a repository of key information	30 June 2014	Manpower, technology

ACTION PLAN (SG 4)

STRATEGIC GOAL 4: Quality Infrastructure and Learning Aids

Key Result Area (s)	Objective (s)	Responsibility	Key Performance Indicator (s)	Completion Date	Critical Process / Issues
4.1 Develop ing physical capacity and logistic support	4.1.1 Prepare a master plan for infrastructural development of BPATC	MDS (Project)	4.1.1.1 A master plan for infrastructural development of BPATC prepared and approved	31 Dec 2013	BoG
	4.1.2 Implement major components of master plan	MDS (Project)	4.1.1.2 A 20 storied training complex, 5 storied multi-purpose complex, officer's mess and guest house, vertical extension of ITC, additional residential facilities for officers developed.	31 Dec 2021	SBPATC Project BoG
	4.1.3 Increase accommodation capacity of dormitory, number of classrooms and related facilities	MDS (Project) Administration	4.1.3.1 Additional accommodation and dining facilities for 500 participants completed in accordance with master plan specifications	31 Dec 2017	Finance/Budget
			4.1.3 .2 Additional classroom facilities for 500 participants completed in accordance with master plan specifications	31 Dec 2017	
	4.1.4 Ensure sufficient and quality transport facilities	Administration	4.1.4. 1 Transport needs assessment completed with particular focus on procurement of transport services	31 Dec 2015	
			4.1.4. 2 Procurement (outsourcing) of transport services in accordance with assessment recommendations completed successfully	31 Dec 2013	
4.2 Develop ing ICT infrastructure	4.2.1 Establish and maintain modern internet facilities all over BPATC (WiFi, LAN, Video Conferencing , CC Camera etc)	Research and Consultancy	4.2.1.1 BPATC is brought under WiFi coverage (including residential areas) with adequate band width.	31 Dec 2014	
			4.2.1.2 Full LAN facilities are installed and successfully operationalised	31 Dec 2015	

Key Result Area (s)	Objective (s)	Responsibility	Key Performance Indicator (s)	Completion Date	Critical Process / Issues
4.2 Develop ing ICT infrastructure	4.2.1 Establish and maintain modern internet facilities all over BPATC (WiFi, LAN, Video Conferencing , CC Camera etc)	Research and Consultancy	4.2.1.1 BPATC is brought under WiFi coverage (including residential areas) with adequate band width.	31 Dec 2013	
			4.2.1.2 Full LAN facilities are installed and successfully operationalised	31 Dec 2014	
			4.2.1.3 Video conferencing systems procured and installed for BPATC and RPATCs and successfully operationalised	31 Dec 2015	
			4.2.1.4 Security needs assess ment completed and recommendations for improvement successfully implemented (CC Camera)	31 Dec 2016	
	4.2.2 Modernise computer and language labs	Research and Consultancy	4.2.2.1 Need assessment for establishing and modernizing computer and language labs completed and approved	31 Dec 2014	
			4.2.2.2 Required number of new computer and language labs established as per need assessment recommendations.	31 Dec 2014	
			4.2.2.3 All existing computer and language labs are brought up to the same standard as the new lab s	31 Dec 2014	
	4.2.3 Introduce interactive website	Research and Consultancy	4.2.3.1 Interactive website developed and operationalised	31 Dec 2014	
			4.2.3.2 Website achieves 20,000 hits within first year of operation	31 Dec 2015	
4.3 Maintain ing up-to-date learning aids and resources	4.3.1 Make e -library access available	Research and Consultancy	4.3.1 .1 Subscription for e-library access made 4.3.1.1 Library website achieves 5,000 hits within first year of operation	31 Dec 2014	

Key Result Area (s)	Objective (s)	Responsibility	Key Performance Indicator (s)	Completion Date	Critical Process / Issues
	4.3.2 Establish automated library management	Research and Consultancy	4.3.2.1 Fully automated (e-cataloguing) library management system successfully operationalised 4.3.2.2 Additional room for on-line library access established (25 computers) and fully utilised	31 Dec 2015 31 Dec 2015	e-cataloguing
	4.3.3 Publish journals, books, reports etc online	Research and Consultancy	4.3.3.1 Journals, books, reports etc published online regularly with evidence of growing readership 4.3.3.2 Journal website achieves 1000 hits within first year of operation	31 Dec 2015 31 Dec 2015	
	4.3.4 Introduce latest technology of training aids (quality Multi Media Projector, video projector, sound systems etc)	Research and Consultancy	4.3.4.1 Training technology needs assessment successfully completed with recommendations for upgrading equipment/ facilities 4.3.4.2 Recommended procurement completed with equipment/ facilities successfully installed and operationalised	31 Dec 2015 31 Dec 2015	

ACTION PLAN (SG 5)

STRATEGIC GOAL 5: Leadership in Research and Consultancy in the area of training and HRD, governance and public management

Key Result Area (s)	Objective (s)	Responsibility	Key Performance Indicator (s)	Completion Date	Critical Process / Issues
5.1 Aligning research and publication activities to achieve organisational goals	5.1.1 Update research policy of BAPTC	Research and Consultancy	5.1.1.1 An updated research policy approved	31 Jan 2013	Approval of BoG Research on public management
	5.1.2 Establish social research lab for the Centre	Research and Consultancy	5.1.2.1 A concept note on Social Research Lab approved	28 Feb 2013	Approval of BOG and Cabinet Division
			5.1.2.2 Approval of the government on social lab obtained	31 Mar 2013	
			5.1.2.3 Partnership with 7 Upazila (sub-districts) agreed	30 Jun 2013	
	5.1.3 Introduce publication of a governance report on specific issues	Research and Consultancy	5.1.3.1 TORs agreed for report task force	30 Jun 2013	Funding from donors
			5.1.3.2 Sufficient funding for report agreed	30 Jun 2013	
			5.1.3.3 An approved publication calendar introduced	30 Jun 2014	
5.2 Streamlining and strengthening consultancy activities of the Centre	5.2.1 Open a consultancy branch	Administration Development & Economics	5.2.1.1 Consultancy Department designed and approved	30 Jun 2014	Staffing BOG, MOPA, Finance
			5.2.1.2 Consultancy Department fully operationalised	31 Dec 2014	
	5.2.2 Develop a consultancy policy	Development & Economics	5.2.2.1 Consultancy policy formulated and approved	31 Jul 2013	Consultancy Training
	5.2.3 Develop competence of faculty members in consultancy services	PPR and Development Economics	5.2.3.1 At least 10 faculty members complete to a satisfactory standard a consultancy capacity building programme	31 Dec 2014	

ACTION PLAN (SG 6)

STRATEGIC GOAL 6: Strategic Partnership and Networking with Reputed National and International Institutions for Enhancing Organisational Capacity

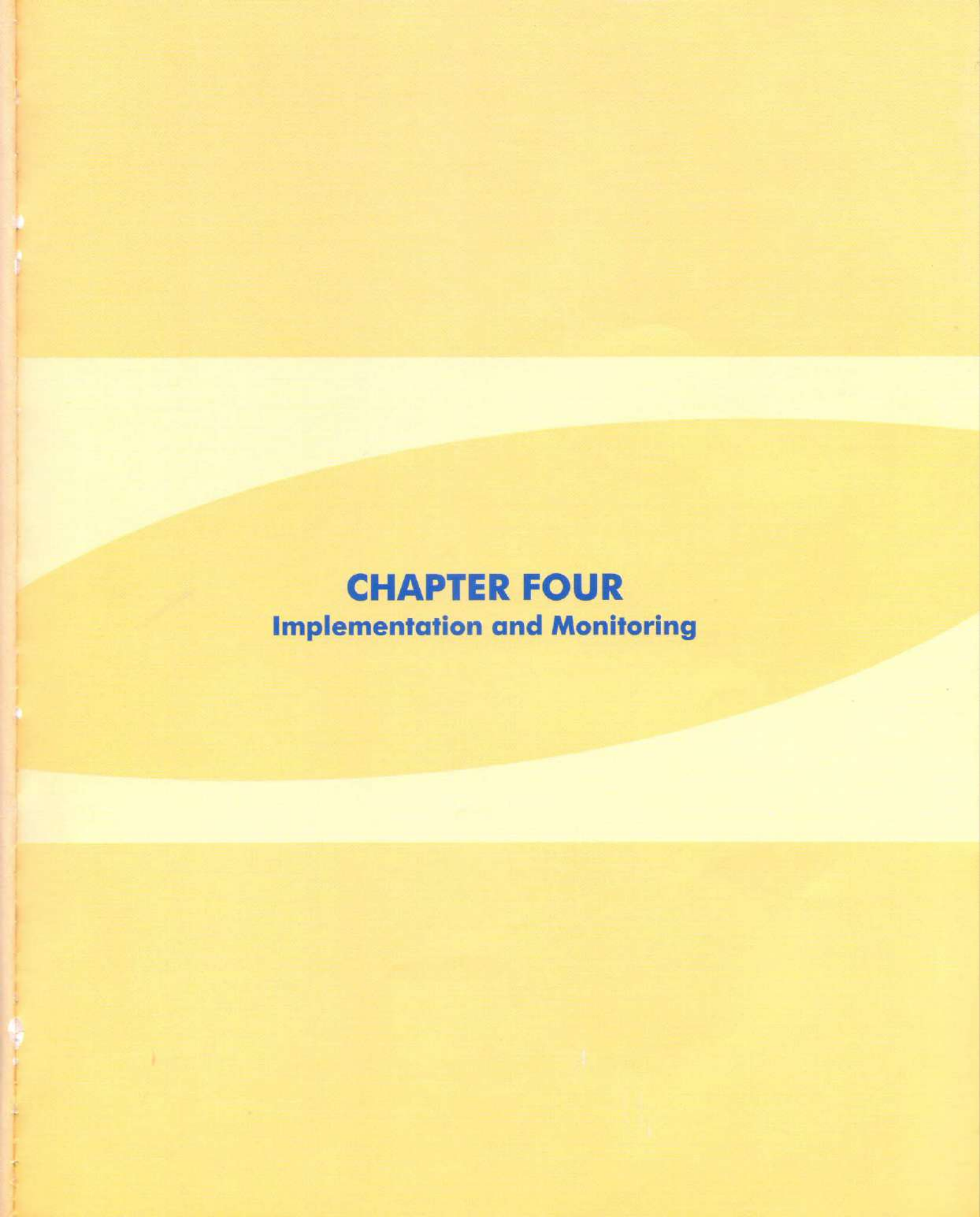
Key Result Area (s)	Objective (s)	Responsibility	Key Performance Indicator (s)	Completion Date	Critical Process / Issues
6.1 Run ning collaborative programmes, joint researches, and faculty exchange programmes	6.1.1 Run collaborative short and long term training programmes	PPR	6.1.1.1 At least 5 MoUs signed with national and international institutions for running short and long term (diploma & masters) programmes	31 Jan 2014	International Collaboration
			6.1.1.2 At least 5 collaborative short term programmes and 1 collaborative long term programme conducted each year	31 Dec 2014	
	6.1.2 Explore and conduct joint researches with national and international organisations	PPR and R&C	6.1.2.1 At least 1 MoU signed with national/international organisation each year	31 Dec 2014	International collaboration
			6.1.2.2 At least one collaborative research conducted each year	31 Dec 2014	
	6.1.3 Broaden international exposure of faculty members	Administration and PPR	6.1.3.1 At least 20 faculty members worked with international institutions per year under agreed MoUs	31 Dec 2014	Exchange Programmes

ACTION PLAN (SG 7)

STRATEGIC GOAL 7: Policy autonomy through legal and structural reform

Key Result Area (s)	Objective (s)	Responsibility	Key Performance Indicator (s)	Completion Date	Critical Process / Issues
7.1 Updating and revisiting rules and regulations towards autonomy	7.1.1 Take initiative of updating and revising PATP	PPR & R&C	7.1.1.1 A revised PATP approved	31 Jan 2015	Approval of MoPA
	7.1.2 Modify BPATC Ordinance, rules and regulations	Administration	7.1.2.1 A draft ordinance reflecting revised mandate and institutional objectives of BPATC, revised functions of BOG prepared	31 Dec 2013	Approval of MoPA Parliament MoL Cabinet Division
			7.1.2.2 An amended ordinance of BPATC approved	31 Dec 2013	
			7.1.2.3 Modified rules and regulations of BPATC approved	31 Dec 2014	
	7.1.3 Restructure the organisation to improve performance	Administration	7.1.3.1 Status of the Rector as a Senior Secretary approved	31 Dec 2014	Approval of BoG
			7.1.3.2 Staff differentiated into 'academic core' (line function) and 'management core' (staff function) as per the revised organisational structure	31 Dec 2014	
	7.1.4 Improve the organisational structure of BPATC to improve management effectiveness and reflect strategic objectives	Administration	7.1.4.1 Revised organisational structure approved by Board of Governors	31 Dec 2014	Ministry of Public Administration (MoPA), Employees
			7.1.4.2 Legal formalities to rename BPATC completed successfully and new name in place	31 Dec 2015	BPATC Ordinance, MoPA, Employees
	7.1.5 Operationalise policy autonomy of the Board of Governors	Administration	7.1.5.1 Decisions taken by the BOG implemented giving information to MOPA when appropriate according to new autonomy status in conformity with the Rules of Business	31 Dec 2014	Amendment of BPATC's Ordinance

Key Result Area (s)	Objective (s)	Responsibility	Key Performance Indicator (s)	Completion Date	Critical Process / Issues
7.2 Increasing income generation activities	7.1.6 Introduce an equitable special allowance for all staff of BPATC	Administration	7.1.6 .1 An equitable special allowance for all staff of BPATC approved and operationalised	31 Oct 2014	Approval of Finance Div
	7.1.7 Revise training evaluation policy of BPATC	Evaluation	7.1.7 .1 A revised training evaluation policy approved	31 Oct 2014	Approval of BoG
	7.1.8 Introduce an additional performance management system to assist BPATC better manage its human resources	Administration	7.1.8 .1 A separate performance management system in addition to the existing one (ACR) approved and operationalised	31 Oct 2014	Approval of BoG
	7.2.1 Introduce market responsive training packages to wider range of clients	PPR	7.2.1.1 At least 10 market responsive training packages developed and introduced annually	31 Dec 2013	Customers Business Plan
	7.2.2 Develop and introduce international training programmes utilising the ITC	PPR and International Programme	7.2.2.1 At least 5 donor funded international training programmes conducted annually	31 Dec 2014	Approval of BoG
	7.2.3 Widen coverage of selling products other than training	Administration PPR, R&C	7.2.3.1 At least 2 donor funded research works conducted annually 7.2.3.2 At least 3 consultancy services sold to other GO and NGO clients 7.2.3.3 All publications of BPATC made online for sale 7.2.3.4 A souvenir shop opened and operationalized 7.2.3.5 Physical facilities of BPATC started rented out for income generation	31 Dec 2014 31 Dec 2014 31 Dec 2014 31 Dec 2013 31 Dec 2013	

The background is a solid yellow color. A large, white, curved swoosh or wave shape starts from the left edge, dips down, and then curves back up towards the right edge, creating a central white band.

CHAPTER FOUR

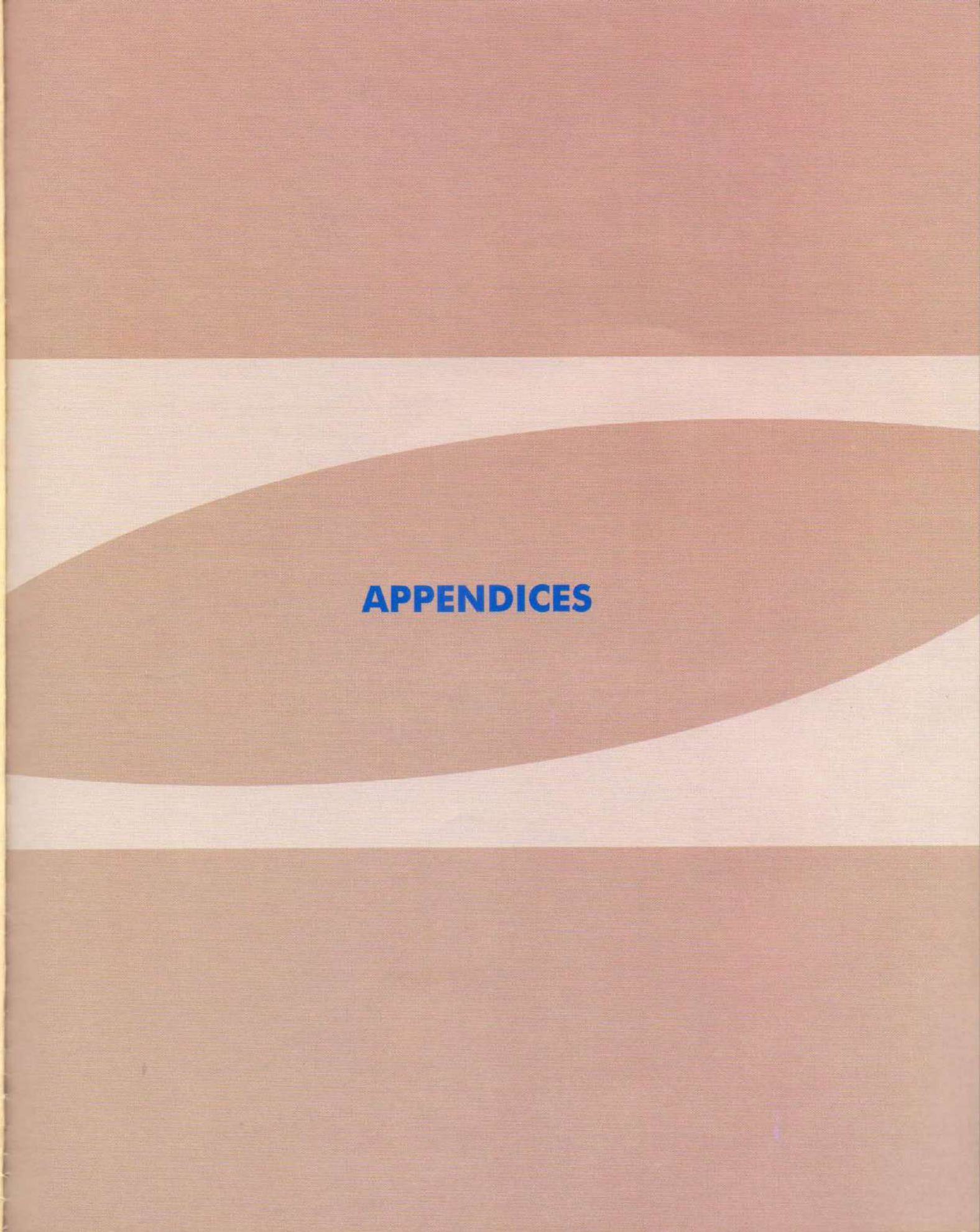
Implementation and Monitoring

Implementation and Monitoring

For implementing the strategic plan having been formally approved by the BoG, a high powered steering committee headed by Rector is responsible to implement the plan. Rector of the Centre is to place progress report on implementation of the IDSP to every BoG meeting.

There is a number of working groups headed by concerned MDS/ Director to implement and achieve the specific results targeted in the form of KPIs. The responsible Directors of the Centre have to formulate objective-wise Work Plan following prescribed format shown in the Appendix-4 and submit it to concerned MDSs for their approval. Relevant Directors are responsible for implementation of their respective work plans within the stipulated timeframe and submit quarterly progress report to the Rector, the convener of the steering committee. The progress reports are discussed in the quarterly meeting of steering committee. Annual progress of the action plan forms an important part of the annual report of the Centre.

The BoG forms steering committee and determines the terms of reference of it. The steering committee, subsequently, forms other working groups specifying the terms of reference of each group.



APPENDICES

Appendix One

Background

The general purpose of training and HRD is to create an efficient and innovative, responsive and accountable, devoted and pro-people, honest and committed public service system to meet the various challenges of internal and external environments of the organisation. Training and HRD programme is considered as one of the major catalysts for improvement of performance of individual. It can create new administrative culture for coping with the rapidly changing technology, challenges of globalization and pressure of the market economy. Training is used as one of the important tools to implement the national vision as reflected in the various policies, plans and programmes of the government. It is also used for promotion of administrative efficiency, higher productivity and optimal utilization of human resources for the greater welfare of the citizens.

Institutionally, BPATC is entrusted with the responsibilities of enhancing the capacity of the public administrative system to analyse, develop and implement national policies; building an effective, innovative, accountable, transparent and committed public service capable of delivering quality and cost effective services to the people; developing progressive attitude in the public servants to assume greater enabling and facilitating role in the performance of their duties as leaders and agents of change and finally facilitating a dynamic and enlightened Public Administration capable of integrating and transforming progressive ideas into reality for establishing good governance and for meeting the challenges of the 21st century.

It is also the responsibility of BPATC to create a congenial environment for attracting trainees as well as trainers for making training attractive, enjoyable and rewarding. BPATC also mandated to conduct meaningful research for enriching own capacity as well as public management of the country. According to the Public Administration Training Policy (PATP) 2003, BPATC is entitled to get necessary support from government to establish itself as the apex training institution and as a think-tank capable of providing advisory services to the government on public policy, administration and management matters. In the same clause of PATP, BPATC is advised to make linkage with other training institutions, both public and private, at home and abroad.

Considering the mandated responsibility, BPATC, the apex HRD institute of the country, since its inception in 1984, has been engaging its utmost efforts to impart need-based, results-oriented and market responsive training programmes aimed at developing professionalism in the civil servants at different levels. In order to fulfill its mandated commitments, BPATC, with its all limitations, imparted 70 batches of

Foundation Training Courses for the new entrants of all cadres of Bangladesh Civil Service covering 13,218 participants. Over the period of last 27 years, BPATC imparted as much as 87 batches of Advanced Course on Administration and Development covering 2,389 Deputy Secretaries and equivalent officers from armed forces. BPATC also successfully completed 61 batches of Senior Staff Course covering 1,192 Joint Secretaries and equivalent officers from armed forces. Other than core courses, BPATC also covered 9,525 participants of different levels by imparting seminars, workshops, special training programmes etc.

In terms of management development, BPATC successfully organised and completed MATT-1 and MATT-2 HRD programmes. As one of the partner organisations (DFID, MOPA, BPATC) BPATC facilitated 40 mainstream batches and 18 stage-2 groups covering 2028 participants during 7 years of MATT 2 programme (it ends in 2013) with a view to creating a critical mass of reform-minded civil servants who, through mutual support and pressure, at strategic and influential locations within the civil service, and through their own improved performance, will generate and demand administrative reform from inside the Bangladesh Civil Service (BCS). Through MATT-2 development workshops, a good number of faculty members developed expertise experts in experiential learning and management development techniques.

BPATC also took initiatives to enhance the institutional capacity of the Centre to train public servants in TQM to manage public sector with the assistance of JICA. Under Phase-I of the TQM Project, a pool of certified TQM trainers was created and very effective TQM training materials were developed while a total of 140 small improvement projects were implemented. Phase-II of the same project aims at having nationwide coverage of TQM by implementing ± 12000 small improvement projects each year until 2017.

To some extent, quantitatively its success can be accepted but in terms of quality there are some questions and doubts often raised by the patriotic intellectual folk. In order to face the challenges of ever changing environment, BPATC must consider the quality of the training. The citizen-clients are now expecting rapid, efficient and quality public services.

In the context of ever changing environment of governance, enhanced expectations of general people, complex role of media and civil society, emergence of life-long learning, competition between public and private sector, and multidimensional challenges of virtualization, BPATC must review its role and achievement in the area of training and HRD. It is the right time to analyze its structure and culture as a research and training institution. BPATC should re-examine its institutional capacity in terms of both physical and non-physical. In order to stay relevant in the context of changing situation of training and HRD market of Bangladesh, BPATC must revisit contents and process of training, issues of research and development.

Internalizing the current reality and future challenges, BPATC, thus took initiative to review its strengths and weaknesses, threats and opportunity for transforming itself as a dynamic, productive and responsive HRD platform of the country. PATC has set forth a direction stating "the existing training institutions will be further strengthened by developing appropriate infrastructural facilities, capacity of the faculties and research activities so that the institutions are competent enough to provide quality training." Perceiving its leading role devolved by PATP in HRD area of the country and realizing the common expectations of key stakeholders, BPATC defined its vision and mission. In the formulation process of institutional development strategic plan, BPATC engaged all the key stakeholders and shared their expectations to BPATC. In this exercise, four faculty workshops on defining Vision and Mission, exploring core values, doing SWOT-PEST analysis were held in BPATC. (Appendix-3). For drafting and finalizing the document, members of a task force (Appendix-5) worked hard and engaged their utmost intellectual energy. For getting validity on technical aspects of the plan, the taskforce also obtained support from AIT, Thailand as a part of Capacity Development of BPATC Component of MATT-2 Programme.

All the strategic goals inserted in the document are common aspirations of the key stakeholders of BPATC. So, it is thus the homegrown strategies and exclusive dream of the employees of the Centre. The nine-year strategic plan is endorsed and formally validated by the Board of Governors (BoG), the highest policy making forum of BPATC. Now, it is the moral and official obligation of the employees as well as the Ministry of Public Administration to implement and support the strategic plan.

Appendix Two

Situation Analysis

The Current Context and Related Strategic Issues

Analysis of the current context is the first stage in identifying strategic issues which need to be considered in order to meet the vision. Internal strengths and weaknesses and external constraints together describe the context. Through analysis of the context, the key strategic issues and associated risks can be identified.

Internal

1. Demand for staff development to meet the changing needs as well as to fulfill BPATC's vision and missions. In addition, imparting quality training to the clients also requires the BPATC trainers to be equipped with latest knowledge and skills.
2. Low motivation level of the own recruited staffs particularly due to meager promotion prospect has direct bearing on the quality of trainings imparted in the Centre. This area requires special attention with a view to boosting up the morale of the trainers.
3. Staffs on deputation by the MoPA leave BPATC after serving the Centre for a particular period and in absence of a staff retention policy qualified trainers cannot be retained. Again, BCS cadre officials are posted to BPATC without prior consultation with the Centre. The situation requires a special attention and there should be a deputation policy for inclusion of competent resource persons in trainer's deputation pool.
4. The Ordinance, through which BPATC came into being, incorporates provisions of autonomy of the Centre, which has hardly been exercised since its inception. BPATC's massive financial dependence on the government is deemed as a serious hindrance to exercising policy autonomy. Perceptions among its stakeholders are pervasive that without financial autonomy, the Centre cannot fully exercise its policy autonomy. This has led to the realization that the Centre, with a view to achieving financial autonomy, need to introduce market-driven courses, revisit and redesign its existing courses and formulate a policy of growing market orientation in order to capture the ever-expanding training markets, both within and across the boundary.
5. Run in the traditional ways, quality of trainings imparted by BPATC is recurrently put under criticism from different quarters. In addition, satisfaction level of the clients regarding the services given to them does not pose a very encouraging picture. Changes in training methods as well as curriculum, use of modern training equipments and improvement in physical infrastructure and other

facilities are considered as ways to significantly improve training quality and satisfaction level of its clients. Full digitization of the Centre is deemed an imperative. BPATC has made considerable strides in this regard, but the pace of digitization is far from satisfactory.

External

1. With the changes in the socio-politico economic realities geared by unprecedented technological advancements, the civil servants of the nation are required to be equipped with new/latest skills and knowledge in order to address the governance challenges posed by the ever-changing world. As the leading training institution of the land, BPATC is expected to play a vital role in this regard. Running its functions in the traditional ways BPATC cannot fulfill the growing expectations of its stakeholders and cannot also prepare the civil servants to be competent and resourceful enough to successfully address the governance challenges to steer the nation towards its desired destination. Without continually responding to the changing needs of its clients, BPATC cannot fulfill its mandated responsibility. The whole issue requires systematic and rigorous analysis of clients' needs, subsequent realignments of the training courses and, above all, an institutional framework to manage the changes.
2. In this era of digitization and virtual reality, without full and functional adoption of technologies particularly information and communication technology providing satisfactory public services to citizen-clients is deemed almost an impossibility. The changing realities along with the growing needs and demands of citizenry require not only adoption of latest technologies for improved delivery of services but also ask for development and maintenance of competent human resources. BPATC, mandated with the responsibility of preparing the country's civil servants as pro-poor and citizen-centric service providers, is expected to play an instrumental role in preparing the human resources. In addition, the civil service is seen as the most important machinery for materializing the dream of digital Bangladesh. This also requires the members of the civil servants at all levels to be well-prepared to carry the dream forward. BPATC cannot deny its huge responsibility in this regard. It can play a lead role by setting examples by digitizing its services and continually updating its training curriculum in line with the national vision and objective.
3. In the wake of growing training markets, private sectors institutions have propped up and have been successfully offering market-driven training programmes. These private institutions which have hitherto designed and imparted training to corporate executive and job aspirants, in recent times have penetrated in the public sector arena. Funded by donor agencies, they have already designed and offered courses to the members of Bangladesh Civil

Service. The government has also implicitly recognized their role and importance by nominating its members to undergo training in those institutions. It is not hard to anticipate that in the days to come these institutions will make significant attempts to capture a good chunk of government budget allocated for training and human resources development. Against this backdrop, BPATC has to come with plans to face the challenges posed by the growing private sector as well as to show its relevance in the field of training and human resources development.

4. As is mentioned earlier, the ever-expanding training markets offer BPATC opportunities to gain financial autonomy by selling its products, tangible as well as intangible. But, to capture a sizeable portion of the market BPATC needs to redesign its existing courses and introduce new courses and align them with the market demands. The life-long learning and executive education are two important emerging issues for the civil service. The civil servants, now-a-days, are more eager to engage themselves in developing their knowledge and skill. The ever changing internal and external environment and challenges of globalization asking for more knowledgeable, capable and forward looking civil servants for facing the challenges of governance. So, it is now the responsibility of BPATC to offer specially-designed executive education programmes to members of Bangladesh Civil Service to keep them abreast of the latest theories and practices as well as to better equip them with latest knowledge.

Appendix Three
SWOT Analysis
Workshop on SWOT & PESTLED Analyses of BPATC
26 August 2012, ITC Conference Room
Workshop Outcomes (SWOT & PESTLED Combined)

Strengths

Items	Frequency in Numeric
Availability of qualified & trained, experienced and committed faculty members	03
Blending of theory and practice	01
Rich Physical Infrastructure	06
A blending of permanent and deputed staff	01
Idyllic setting / Green Convenient Living Environment	04
Brand Image as the Apex Training Centre	03
Diversified Faculty	01
Efficient Manpower/Skilled human resources	03
Ready Clients	01
Good Management Practices	01
Institutional linkage	02
Institutionalized and Well coordinated Functional system	01
Strong administrative and financial support from the Government/ Logistic Support, sufficient budget	03
Blending of academicians and practitioners	01
Institutional Autonomy	01
Incentive packages for faculty members	01

Weaknesses

Items	Frequency in Numeric
Lack of institutionalization of management practices (Individual-centric)	01
Underutilization of autonomy	03
De-motivated staff/ Faculty Members	03
Lack of staff retention policy	01
Poorly designed training courses	03
Underutilized physical infrastructure	01
Old-fashioned training methodology	01
Discriminatory incentive package	01
Not well defined job description	01
Improper /Not rationaliz ed distribution of work and staff placement	03
Weak R & D	02
Market in-equilibrium remuneration package	01
Imbalanced Organisation al Structure	01
Poor and Inadequate Accommodation Facilities and Logistics supports	03
Distance from Dhaka City	02
Undue Influence of MoPA	01
Not well-defined training benchmarks/standards and their application	01
Absence of policy for faculty development	03
Lack of Career Planning	03
Lack of ICT facility/ Digitization in facilitating office works as well as training	01
No strategic and effective linkage with other research organisation	01
Inadequate linkage between research and training	02
Lack of strategic plan	02
Weak recruitment policy	01

Opportunities

Items	Frequency in Numeric
Blending of theory and practice	01
Potential for research and consultancy	02
Scope to streamline career planning/	03
PATP/Favourable laws recognising training and development	04
Efficient Manpower/Skilled human resources/ Committed employees	02
Readily Available Clients	01
Brand image/reputation/ wider accessibility in the country/nationwide influence/ platform for civil service awareness building	
Scope to launch degree programmes	02
Institutional linkage/ wider networking/ collaboration scope (home and abroad)	04
Prospects of developing BPATC as a think tank	01
Government Support/Fund	08
Institutional Autonomy/ Legality	02
Vision 2021: commitment towards a qualified, skilled civil service	02
Government focus on e-governance and e-services/technologies	03
Expanding training market	01
Green BPATC	
Exploring donor's fund to finance training	01
Scope to increase own income/ demand driven customized courses	02
Growing positive attitude towards training	01
Innovations in training delivery	01
Physical infrastructure	01

Threats

Items	Frequency in Numeric
Other competing training institutes of government and private sector	03
Curtailing government fund in future/ Global economic uncertainties	02
Cumbersome fund release process of govt.	01
MOPA's role a driver not a facilitator	01
No relation between training and career development	01
Political unrest/ Instabilities/ faded image of BPATC to many influential politicians	03
National and international attractive incentive packages/ Lack of staff retention policy	02
Digital insecurity/ New technologies/ Lack of maintenance of ICT machinery	03
Increase in social crime	01
Dhaka -Aricha Highway (Noise pollution)	01
Unplanned recruitment	01
De-motivated staff/ Faculty Members/ Conflicts/Growing apathy	01
Regulations are unfavorable for career development/ Updating/ amendment of rules is not done regularly	03
Lack of inclusive leadership	01
Health hazards due to radiation from radio tower	01

Appendix Four Format of Work Plan

STRATEGIC GOAL

Key Result Area (s)	Objectives (s)	Responsibility	Key Performance Indicator (s)	Completion Date	Critical Process Issues	Sequential Steps	Progress
1.1	1.1.1	Position (Post):	1.1.1.1			1.1.1SS01	1.1.1SS01
			1.1.1.2			1.1.1SS02	1.1.1SS02
			1.1.1.3			1.1.1SS03	1.1.1SS03
						1.1.1SS04	1.1.1SS04
	1.1.2	Position (Post):	1.1.2.1			1.1.2SS01	1.1.2SS01
			1.1.2.2			1.1.2SS02	1.1.2SS02
			1.1.2.3			1.1.2SS03	1.1.2SS03
						1.1.2SS04	1.1.2SS04
	1.1.3	Position (Post):	1.1.3.1			1.1.3SS01	1.1.3SS01
			1.1.3.2			1.1.3SS02	1.1.3SS02
			1.1.3.3			1.1.3SS03	1.1.3SS03
						1.1.3SS04	1.1.3SS04
1.2	1.2.1	Position (Post):	1.2.1.1			1.2.1SS01	1.2.1SS01
			1.2.1.2			1.2.1SS02	1.2.1SS02
			1.2.1.3			1.2.1SS03	1.2.1SS03
						1.2.1SS04	1.2.1SS04

Appendix Five

Order of Taskforce

Bangladesh Public Administration Training Centre
Savar, Dhaka-1343.

No. BPATC/PPR/P&D-284/2010-823

Dated: 05/06/2012

Office Order (Modified Version)

In order to facilitate preparation and implementation of the Strategic Action Plan (Institutional Development Strategic Plan) of BPATC, a core group is formed with the following faculty members of the Centre.

Serial No	Name and Designation (Not on the basis of seniority)
1.	Mr. AKM Enamul Haque, Director
2.	Mr. Md. Sanwar Jahan Bhuiyan, Director
3.	Mr. Md. Mokhtar Ahmed, Deputy Director
4.	Mr. Md. Adbul Mannan, Deputy Director
5.	Mr. Abu Saleh Mohammad Obaidullah, Deputy Director
Co-opted Members	
6.	Mr. Banik Gour Sundar, MDS
7.	Quazi AKM Mohiul Islam, Director
8.	AFM Hayatullah, Director
9.	Mr. Abul Basher, Senior Research Officer
10.	Mr. Md. Morshed Alom, Research Officer

2. The TOR of the core group includes:
 - a. The core group, by integration the documents created so for relating to Strategic Action Plan, will prepare a comprehensive draft of Strategic Action Plan of BPATC and submit it to the Rector with 15(fifteen) working days,
 - b. The group will monitor and assess the progress of implementation of the aforesaid Strategic Action Plan and submit reports to the Rector from time to time; and
 - c. The group will consolidate the opinions/suggestions/recommendations collected through various meetings/Seminars/Workshops held on different courses run by BPATC into a report and submit it to the Rector within 15 (fifteen) working days.
3. The order is issued with prior approval of the competent authority.

Sd/-
(Md. Abdul Mannan)
Deputy Director (PPR)
Phone: 7746619/4130

No. BPATC/PPR/P&D-284/2010-823

Dated: 05/06/2012

Distribution for necessary action:

1. Mr. AKM Enamul Haque, Director, BPATC, Savar, Dhaka.
2. Mr. Md. Sanwar Jahan Bhuiyan, Director, BPATC, Savar, Dhaka.
3. Mr. Md. Mokhtar Ahmed, Deputy Director, BPATC, Savar, Dhaka.
4. Mr. Md. Abdul Mannan, Deputy Director, BPATC, Savar, Dhaka.
5. Mr. ASM Obaidullah, Deputy Director, BPATC, Savar, Dhaka.

Distribution for kind information:

1. MDS (All), BPATC, Savar, Dhaka.
2. Director (All), BPATC, Savar, Dhaka.
3. Deputy Director (Service/Finance/MIS), BPATC, Savar, Dhaka.
4. PS to Rector, BPATC, Savar, Dhaka. (for kind information of the Rector).

Appendix Six

BoG Approval Note

৩.০ বিপিএটিসি'র Strategic Plan (২০১২-২০২১) অনুমোদন

মহান স্বাধীনতার সুবর্ণ জয়ন্তী তথা Vision ২০২১ সামনে রেখে বিপিএটিসি'র ভবিষ্যত কার্যক্রম পদ্ধতিগতভাবে আরো সুচারুরূপে পরিচালনার লক্ষ্যে একটি Strategic Plan (২০১২-২০২১) প্রণয়নের কৌশল ও পরিপ্রেক্ষিত বর্ণনা করে রেস্তুর সভাকে অবহিত করেন যে, বিপিএটিসি অর্ডিন্যান্স ১৯৮৪ এবং পরবর্তী সংশোধনী অনুযায়ী কেন্দ্রের মূল ম্যানডেট হচ্ছে তিনটি যথাঃ প্রশিক্ষণ, গবেষণা এবং উপদেশনা Training, Research and Consultancy) কিন্তু অদ্যাবধি বাংলাদেশ লোক-প্রশাসন প্রশিক্ষণ কেন্দ্র-কে এতদঞ্চলে জনপ্রশাসন ও ব্যবস্থাপনা প্রশিক্ষণের ক্ষেত্রে একটি বাতিঘর "Centre of Excellence" হিসেবে রূপান্তরের লক্ষ্যে পূর্ণাঙ্গ কোন কৌশলগত পরিকল্পনা Strategic Plan গ্রহণ করা হয়নি। সেকারণেই বিগত সভা (৫৭তম)'য় সিদ্ধান্ত গ্রহণ করা হয়েছিল যে, শুধু প্রশিক্ষণ বিষয়ে একটি বিশেষ বোর্ড সভার আয়োজন করা হবে। যার পরিপ্রেক্ষিতেই প্রায় এক বছরেরও বেশি সময় ধরে পর্যাণ্ড আলোচনা, অনুশীলন ও মতামত গ্রহণ করে একটি Strategic Plan এর খসড়া প্রণয়ন করা হয়েছে; এটিকে কেন্দ্রের পক্ষে একটি সৃজনশীল উদ্যোগ হিসেবে অভিহিত করা যেতে পারে; কেননা, এ-ধরনের প্রতিষ্ঠানসমূহে কৌশলগত পরিকল্পনা (Strategic Plan) তেমন দেখা যায় না।

অতঃপর তিনি প্রণীত Strategic Plan টি-কে পূর্ণাবয়বে উপস্থাপনের জন্যে কেন্দ্রের পরিচালক জনাব মোঃ সানোয়ার জাহান ভূঁইয়াকে অনুরোধ করলে জনাব ভূঁইয়া Strategic Plan টির- Vision, Mission and Core Values; Setting Strategies; Strategic Action Plan; এবং Implementation and Monitoring; শীর্ষক চারটি অধ্যায়ে বিন্যস্ত সাতটি Strategic Goals - (i) Integrated Human Resource Management System; (ii) Client Focused Quality Training and Education Programmes; (iii) Innovative Management Practices; (iv) Quality Infrastructure and Learning Aids; (v) Leadership in Research and Consultancy on Training and HRD, Governance and Public Management; (vi) Strategic Partnership and Networking with reputed Regional and International Institutions for Enhancing Organisational Capacity, ও (vii) Policy Autonomy through Legal and Structural Reform; এবং এদের প্রতিটি Key Result Area-সহ সেগুলোর উদ্দেশ্য (Objective) বাস্তবায়ন কৌশল এবং বাস্তবায়ন অগ্রগতি পরিমাপের জন্য নির্ধারিত এক বা একাধিক Key Performance Indicator (KPI) সভায় উপস্থাপন করে সকলের মতামত আহ্বান করেন।

৩.১ আলোচনা

Strategic Plan -এর উপস্থাপিত খসড়াটির উপর আলোচনায় অংশগ্রহণ করে জাহাঙ্গীরনগর বিশ্ববিদ্যালয়ের উপাচার্য প্রফেসর ড. মো. আনোয়ার হোসেন প্রস্তাব করেন যে আলোচ্য Strategic Plan টিতে মুক্তিযুদ্ধের চেতনা এবং রাষ্ট্র পরিচালিত মূলনীতির প্রতি অবিচল আস্থা এ-জাতীয় অঙ্গিকার থাকা প্রয়োজন- যেগুলো আমাদের সংবিধানে অবিচ্ছেদ্য অংশ হিসেবে অন্তর্ভুক্ত করা হয়েছে। এর জবাবে রেস্তুর উল্লেখ করেন যে, প্রস্তাবিত কৌশলগত পরিকল্পনায় সুস্পষ্টভাবে উল্লেখ না-থাকলেও মুক্তিযুদ্ধের চেতনাই কেন্দ্রের সকল কর্মকাণ্ডের অনুপ্রেরণা যার প্রতিফলন হিসেবেই এ কৌশলগত পরিকল্পনার Core values অধ্যায়ে Patriotism & Ethics অন্তর্ভুক্ত করা হয়েছে। এরপর শিক্ষা সচিব ডঃ কামাল আবদুল নাসের চৌধুরী Strategic Plan টির Core values এর মধ্যে মুক্তিযুদ্ধের চেতনা এবং দেশপ্রেম দুটি বিষয়কেই অন্তর্ভুক্ত করার পক্ষে মত দেন -যেন এ বিষয়ে কখনো কোনো প্রকার সংশয়ের উদ্রেক না হয়; এতে জনপ্রশাসন মন্ত্রণালয়ের সিনিয়র সচিব মহোদয়ও ঐকমত্য পোষণ করেন।

বেগম শীপা হাফিজা, পরিচালক, ব্র্যাকও তাঁদের সাথে ঐকমত্য পোষণ করেন; তবে, তিনি উল্লেখ করেন, এ কৌশলপত্র প্রণয়নে কেন্দ্রের প্রশিক্ষণার্থীদের মতামত এবং বিশেষ করে, লোক-প্রশাসন প্রশিক্ষণের যারা চূড়ান্ত ফলভোগী অর্থাৎ জনগণের পক্ষে কারো মতামত গ্রহণ করা হয়েছিল কিনা। এ প্রসঙ্গে রেক্টর উল্লেখ করেন যে, তৃণমূল পর্যায়ে লোক-প্রশাসন প্রশিক্ষণ কার্যক্রমের প্রভাব নিরূপণ অত্যন্ত জটিল একটি প্রক্রিয়া; সেটি অনুসরণ করা সম্ভব না-হলেও কেন্দ্রের প্রায় সকল প্রশিক্ষণ কর্মকাণ্ডের ফলপ্রসূতা যাচাইয়ের জন্য ইতোমধ্যে একাধিক গবেষণা পরিচালনা করা হয়েছে এবং যার ফলাফল বর্তমান কৌশলপত্রে প্রতিফলিত হয়েছে।

জনাব মোহাম্মদ মোশাররাফ হোসাইন ভূইঞা, মন্ত্রিপরিষদ সচিব উল্লেখ করেন, যে Values এর কথা এখানে বলা হচ্ছে -তা এই প্রতিষ্ঠান অর্থাৎ বিপিএটিসি'র জন্য এবং বিপিএটিসি'র কার্যপরিধি আমাদের সামগ্রিক রাষ্ট্রীয় কাঠামোর একটি ক্ষুদ্র অংশ। যদিও এখানে যারা প্রশিক্ষণ পাবেন তারা রাষ্ট্রকে সেবা দেয়ার জন্যেই নিয়োজিত হবেন। তাঁর মতে এই কৌশলগত পরিকল্পনায় এই প্রতিষ্ঠানের যে vision, mission উল্লেখ করা হয়েছে তা অত্যন্ত focussed এবং এধরনের প্রতিষ্ঠানের দৃষ্টিকোণ হতে উল্লিখিত Values গুলো যথেষ্ট যুক্তিসংগত। যে রাষ্ট্রীয় মূলনীতি এবং মুক্তিযুদ্ধের চেতনায় বিষয় আলোচনায় উঠে এসেছে তা আমাদের রাষ্ট্র দর্শনের মূল স্তম্ভ; যা অনেক প্রশস্ত এবং ব্যাপক। এই দর্শন আমাদের সমগ্র সমাজের জন্য; শিক্ষা ব্যবস্থার সকল স্তরে, এমনকি প্রাক-প্রাথমিক স্তর হতেই যা শিক্ষার্থীদের চেতনায় ছাপ রেখে যাচ্ছে- অর্থাৎ দেশের সমগ্র নাগরিক সমাজকে গড়ে তোলার ক্ষেত্রে মূল অনুপ্রেরণা হিসেবে কাজ করছে। তাই বিপিএটিসির মতো একটি management-oriented প্রতিষ্ঠানের Values এর মধ্যে রাষ্ট্র পরিচালনার মূলনীতির চেয়ে মুক্তিযুদ্ধের চেতনা অন্তর্ভুক্ত করা যুক্তিসংগত। জনপ্রশাসন মন্ত্রণালয়ের সিনিয়র সচিব জনাব আব্দুস সোবহান সিকদার এবং শিক্ষা সচিব ডঃ কামাল আবদুল নাসের চৌধুরী উভয়েই স্বীকার করেন যে, প্রকৃতপক্ষেই আলোচ্য Values প্রতিষ্ঠানিক মূল্যবোধ হিসেবেই উল্লিখিত; তা সত্ত্বেও মুক্তিযুদ্ধের চেতনা, রাষ্ট্র পরিচালনার মূলনীতি এবং দেশপ্রেম - প্রতিটি বিষয় অন্তর্ভুক্ত হতে পারে - যেন কেউ কখনো রাষ্ট্রদর্শনের এসব মৌল উপাদানকে অগ্রাহ্য বা অবহেলা করতে না পারে।

৩.২ সিদ্ধান্ত

প্রস্তাবিত Strategic Plan টির- vision এর মধ্যে

- to create a patriotic, competent, professional civil service dedicated to public interest;
- it will be a civil service which will uphold and remain committed to the core values of the nation i.e. democracy, nationalism, secularism and social justice.

এবং

Core Values এর মধ্যে মুক্তিযুদ্ধের চেতনা; রাষ্ট্র পরিচালনার মূলনীতি এবং দেশপ্রেম- তিনটি বিষয়ই অন্তর্ভুক্ত করে খসড়া Strategic Plan টি পরিমার্জন/পরিবর্ধন/চূড়ান্তকরণের জন্যে বোর্ডের সভাপতি বরাবর প্রেরণ করতে হবে।

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