



National Academy for Planning & Development

Strategic Management Plan



2015-2025



National Academy for Planning & Development



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Facilitation Team :

Md. Ataul Haque

Md. Nuruzzaman, PhD

Md. Sabbir Ahmmed

National Academy for Planning & Development

3/A Nilkhat, Dhaka, Bangladesh

Acknowledgement

This Strategic Management Plan (SMP) is the outcome of sincere intellectual efforts of academicians and a good number of officials of different training institutes including National Academy for Planning and Development (NAPD).

In this management plan, we have tried to outline the main issues which NAPD aims to address over the next ten years. We suppose this strategy will be a road map for NAPD towards its journey to be a "center of excellence" in the field of planning and development.

We are very much hopeful that this strategy will facilitate the strategic direction and planning of the NAPD to fully retaliate the reality of today and over the next ten years. It will also allow the strategic allocation of resources to be directed to those most pressing issues in a systematic and structured way to enhance the capability of NAPD for ensuring skilled human resources in the system.

During developing this management plan, we have shared knowledge and experiences through literature review, consultations, workshops and discussion meetings. SMP team expresses its sincere gratitude to all of them who have participated and contributed in the process. We are really grateful to Mr. A K M Abdul Awal Mazumder, Secretary to the Government and former Director General of NAPD for his initiative and kind support.

It is our hope and belief that this SMP will be implemented through action plans, where priorities will be continually revised and revisited.

Md. Ataul Haque
Md. Nuruzzaman, Ph.D
Md. Sabbir Ahmmed



Foreword

Strategic Management Plan-a long-term management approach- is the outcome of the vision and output of a six-month long process that has taken place between January- June, 2014. The process was carried out by 03 members' team headed by **Mr. Md. Ataul Haque**, Joint Secretary, Ministry of Home Affairs. The other members are **Dr. Md. Nuruzzaman**, Director (Training), NAPD and **Mr. Md. Sabbir Ahmed**, HR Assistant, World Food Programme. **Mr. Md. Moynul Hasan Chowdhury**, Instructor, NAPD extended his tireless efforts throughout the process.

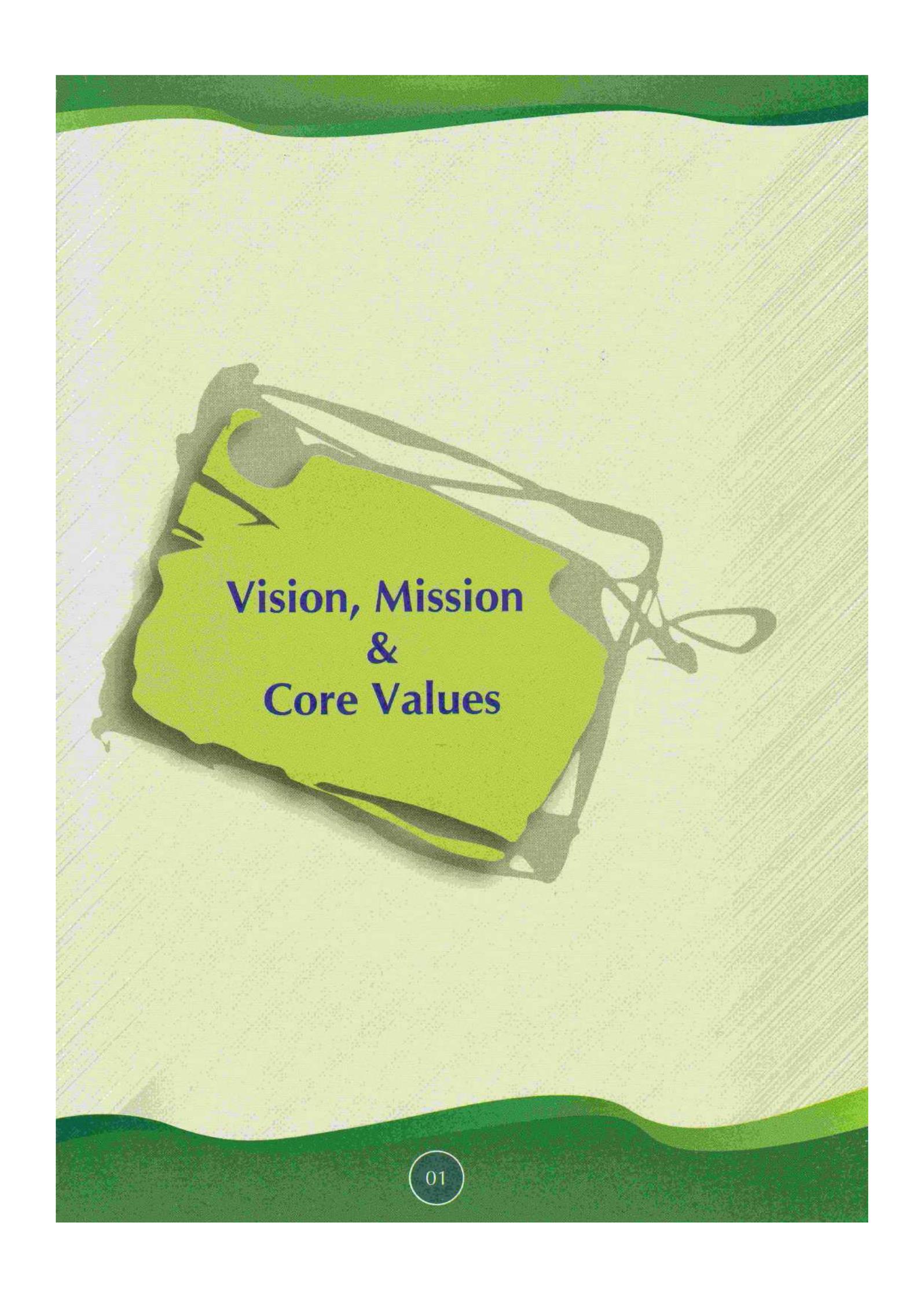
The planning process was initiated with reviewing the mandate, vision and mission of the NAPD. A series of meetings were organized to discuss the issues of long-term strategic management plan. The 'gaps' between mandate, vision and the current capacities were identified during revisiting areas mainly legal, institutional and infrastructural frameworks. Throughout the process, at several stages consultations with other stakeholders enriched the information and deepened the analysis.

Once the team was sufficiently clear about the issues to be addressed, problem statements were drafted for each area and were confirmed in consultation with the selected stakeholders. Simultaneously, causes and solutions were also identified and resource and policy implications were defined.

In some cases, suggestions are put forth to be taken up by other government agencies or actors as the problems extend beyond the scope of the academy itself.



K M Mozammel Hoq
Director General



**Vision, Mission
&
Core Values**

National Academy for Planning and Development (NAPD)

The National Academy for Planning and Development (NAPD) started its journey as a development project in 1980 with a view to enhancing capabilities of the government officials in the field of planning and development. The academy was declared as a "body corporate" in 1985. Since then, it has been imparting extensive training to the officials of Governmental and non-governmental agencies as to build them effective and innovative, accountable and transparent, honest and committed to public service, capable of delivering quality and cost effective services to the people to face future challenges and with the abilities of coping with the rapidly changing technology, impact of globalization and pressure of the free market economy.

It is under a process of continuous updating and modernization in response to the need of the time. The Academy is very much aware of rapid technological changes of the world with globalization. Hence, the training design, methods, curriculum are being updated on a regular basis basing on participant's feedbacks, study findings and scholarly reports. The present focus areas of training includes leading/ working with people, managing self, managing change, managing service excellence for practitioners who are involved in governance, leadership and public administration.

Vision

To become one of the leading training institutes in the field of planning and development in South Asia by 2025.

Mission

Developing competent and morally strong professionals in planning and development through training, research and consultancy.

Objective

Enhance national capability in planning and development.

Core functions of NAPD

- Organize training programs such as regular in-service training for the officers of Bangladesh Civil Service (Economic) Cadre.
- Conduct special training courses for officers of other organizations as and when requested.
- Conduct research and evaluation, impact studies on issues pertaining to development planning and implementation of plans, programs and projects.
- Provide consultancy supports to different Ministries and agencies.
- Facilitate dissemination of knowledge and experiences in planning, development economics, project management and other related subjects through publications, documentation services, seminars and workshops.
- Maintain liaison with similar organizations at home and abroad.

Core Values

NAPD's activities are based on following values. These values are the secret of its present image and how it delivers services. NAPD maintains core institutional values which are unique and distinct from others;

Discipline

NAPD maintains discipline to the highest order in every step of its operation. Ensuring works done on time, believing on mutual respect and human dignity are the driving forces of NAPD. It is committed to create an environment where views and inputs are encouraged and opinions are valued.

Integrity

Patriotism and ethics are being practiced and demonstrated in NAPD. NAPD does what it belief. Integrity is also being practiced by NAPD and it encourages its trainees to uphold the same in their everyday life.

Professionalism

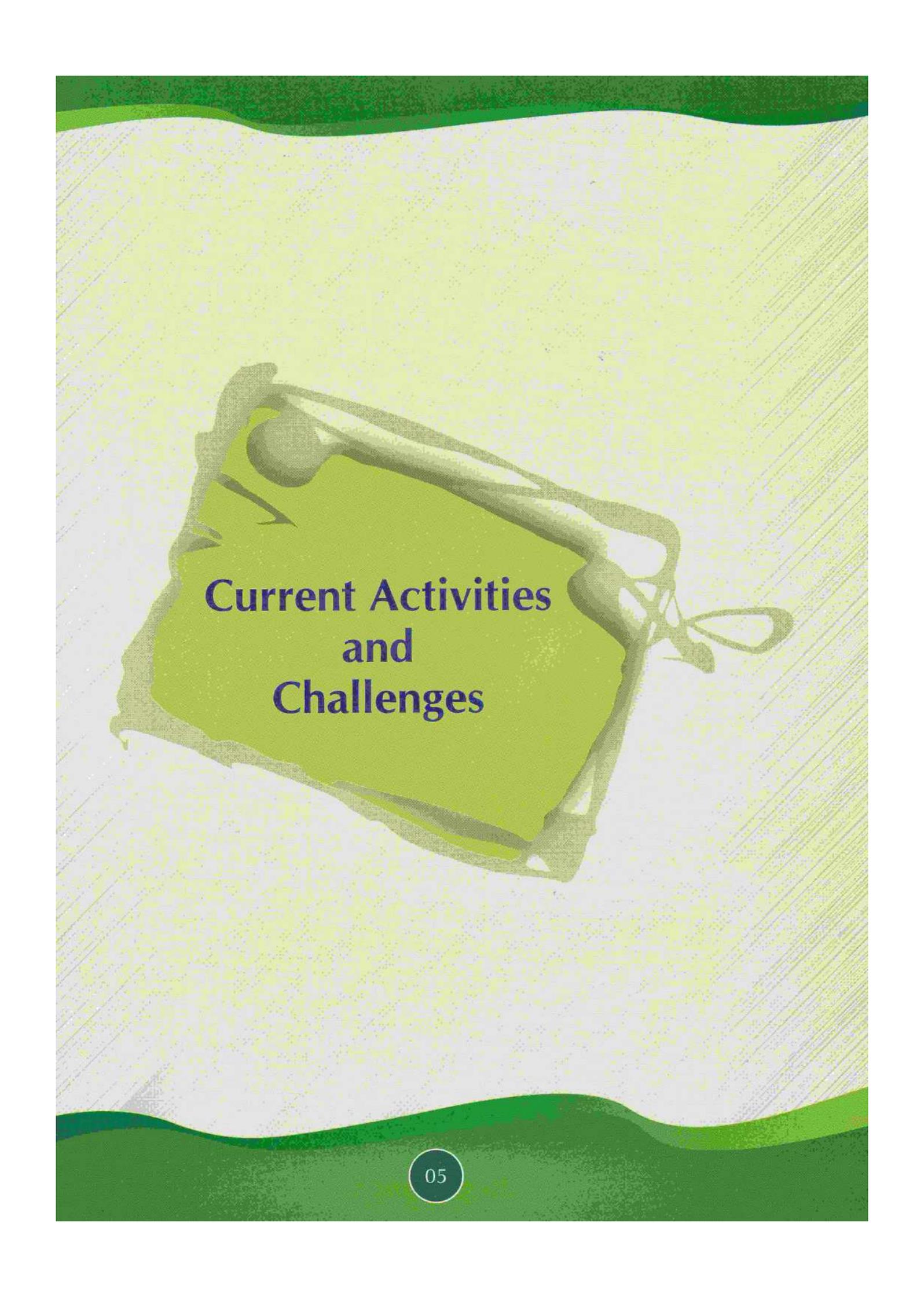
NAPD shows leadership and strives for excellence in its activities by means of professionalism and competencies. It is passionate about the work it does and fosters the pro-people attitude.

Innovation

NAPD has the inspiration from our history and tradition. It is committed to render sustainable solutions to the problems emerged due to ever-changing global context. NAPD highly regards innovation and transparency in governance and public management.

Team spirit

NAPD fosters the team spirit. It shares its success and failure among its team members. NAPD considers each staff as valued member of the team where contribution by everyone is recognized. Careful initiatives to instill team spirit among participants are NAPD's motto.



**Current Activities
and
Challenges**

Current activities

- i. NAPD organizes institutional in-service training programs for officers of the Planning Commission, Economic Relations Division (ERD), Implementation Monitoring and Evaluation Division (IMED), Planning Wings and projects under different Ministries/ Divisions and Agencies;
- ii. it arranges pre-service and functional training for entrants in Bangladesh Civil Service (Economic) cadre and foundation training for the officers of the Bangladesh Civil Service (Health) cadre;
- iii. it conducts special training courses for officials of other organizations on request;
- iv. it provides consultancy services to the ministries and other agencies in pre-investment feasibility studies and in formulation, appraisal, monitoring and evaluation of development projects;
- v. it facilitates dissemination of knowledge and experience in planning, development economic, project management and in other fields through publication, documentation, seminars and workshops;

Challenges

- a. Updating and revising existing law, rules and regulations;
- b. Insufficient equipment and limited accommodation facilities;
- c. Gaps between training and career planning;
- d. Inadequate organizational structure and setup;
- e. Ensuring development and retention of faculties and support staffs;
- f. Staff shortage;
- g. Innovation in training delivery;
- h. Limited provisions of Research and Development and related funding;
- i. Branding of the institution;
- j. Building competencies in providing quality research and consultancy, advisory service to the government and other organizations;
- k. Creating higher education and training facilities for faculties and staffs at home and abroad;



**Organizational
Scanning**

National Training Policy

3.1 National Training Policy 2003 indicates followings:

3.1.1 The training institutions operating in the public sector will devise need based, result-oriented and market responsive training programs aimed at building professionalism of public servants at different levels. The purpose is to create an efficient and innovative, responsive and accountable, honest and committed public service system to meet the challenges of the 21st century. Training is a major intervention for improving performance of the public service. It can effect or bring about a new administrative culture for coping with the rapidly changing technology, impact of globalization and pressure of the free market economy. Training will be used as one of the important tools to implement the national vision as reflected in the various policies, plans and programs of the government. It will be used for promotion of administrative efficiency, higher productivity and optimal utilization of human resources for the greater welfare of the citizens.

- Build an effective and innovative, accountable and transparent honest and committed public service capable of delivering quality and cost effective services to the people;
- Equip the public servants at all levels with requisite knowledge, skills and techniques to enable them to make productive use of their potentials and to ensure balanced and sustainable economic growth and development;
- Create congenial environment for attracting trainees as well as trainers for making training at various levels attractive, enjoyable and rewarding;
- Create an appropriate environment in the public offices to build institutional capability through promotion of efficiency and performance through training;
- 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.
- The capacity of the government managed training institutions will be enhanced through periodic review of curricula and performances and appropriately designing need based training for the members of all cadres of Bangladesh Civil Service to enable them in developing professionalism in the public service.
- The private sector training institutions of the country will be encouraged to collaborate with the public sector training institutions as partners in training, research and development.

3.1.2 Distance and Outreach Training

To cover training for all and to achieve overall efficiency of government employees which constitute about one million, compact distance training and outreach training should be introduced. Slots will be arranged with TV and Radio and other media introducing training programs for government employees at all levels. Virtual training will be organized on such subjects as Training of Trainers, On-the-Job Training and Techniques of team building.

3.1.3 Incentive package for trainers

To attract and retain officers with good academic and training background in the training institutions and to make the service in the training institutions attractive and rewarding the following incentives will be provided:

- a. Foreign Training: Officers working in the training institutes will get preference for nomination for foreign training. Officers showing better performance in the training institutions will be allowed to obtain fellowships through private contact under intimation to the competent authority/ministry.
- b. Special Allowances: Officers on deputation selected from the pool (8.3) to training institutions will be entitled to special allowance at the rate of 30 percent of basic pay.

3.1.4 National Training Award

National awards will be declared every year to recognize the services of the trainers. Certificate and cash reward will be given to best trainers for their outstanding performance or contribution to training field.

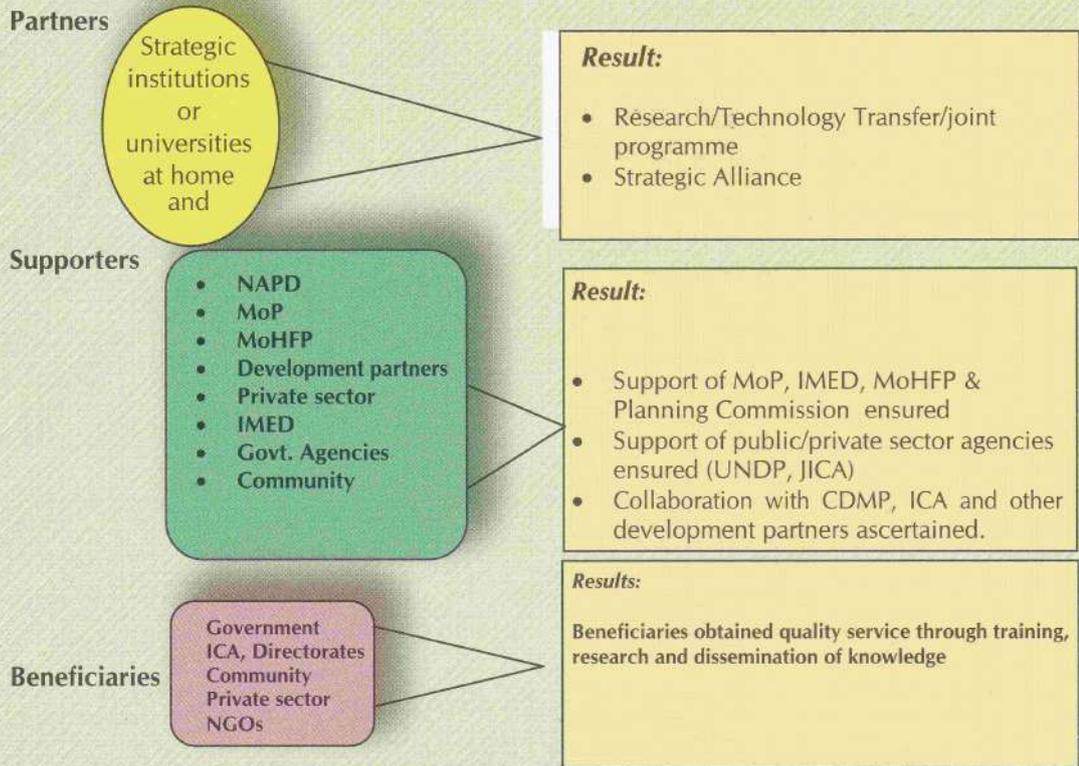
3.1.5 Sabbatical leave

Trainers securing foreign assignment that contributes to their professional enrichment will be entitled to reasonable period of leave.

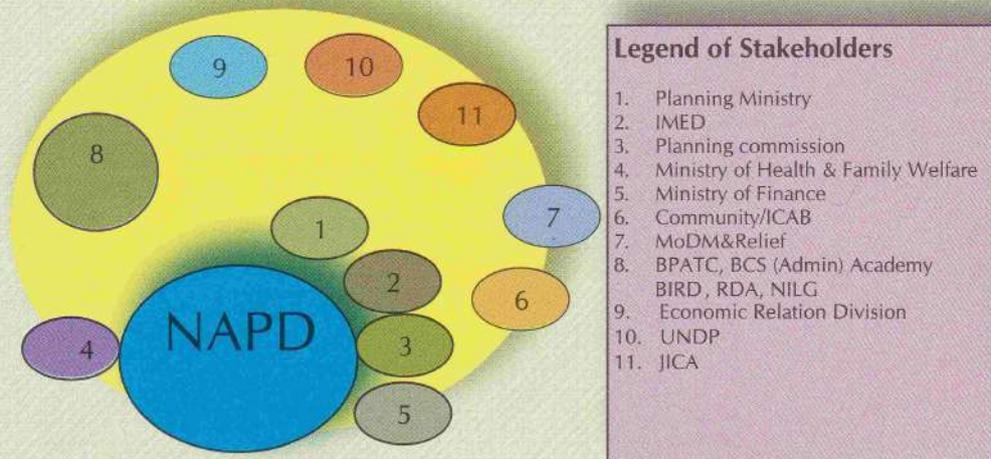
3.1.6 Incentives for Trainees

Award of Honour and Foreign Training: Participants of the foundation, mid-level and senior-level major courses securing the top three positions will be provided awards of honour by the respective training institutions. Participants securing the top three positions in any of the major courses held will be given the opportunity of foreign training/study visit in recognition of their good performance.

3.2 Stakeholder Analysis



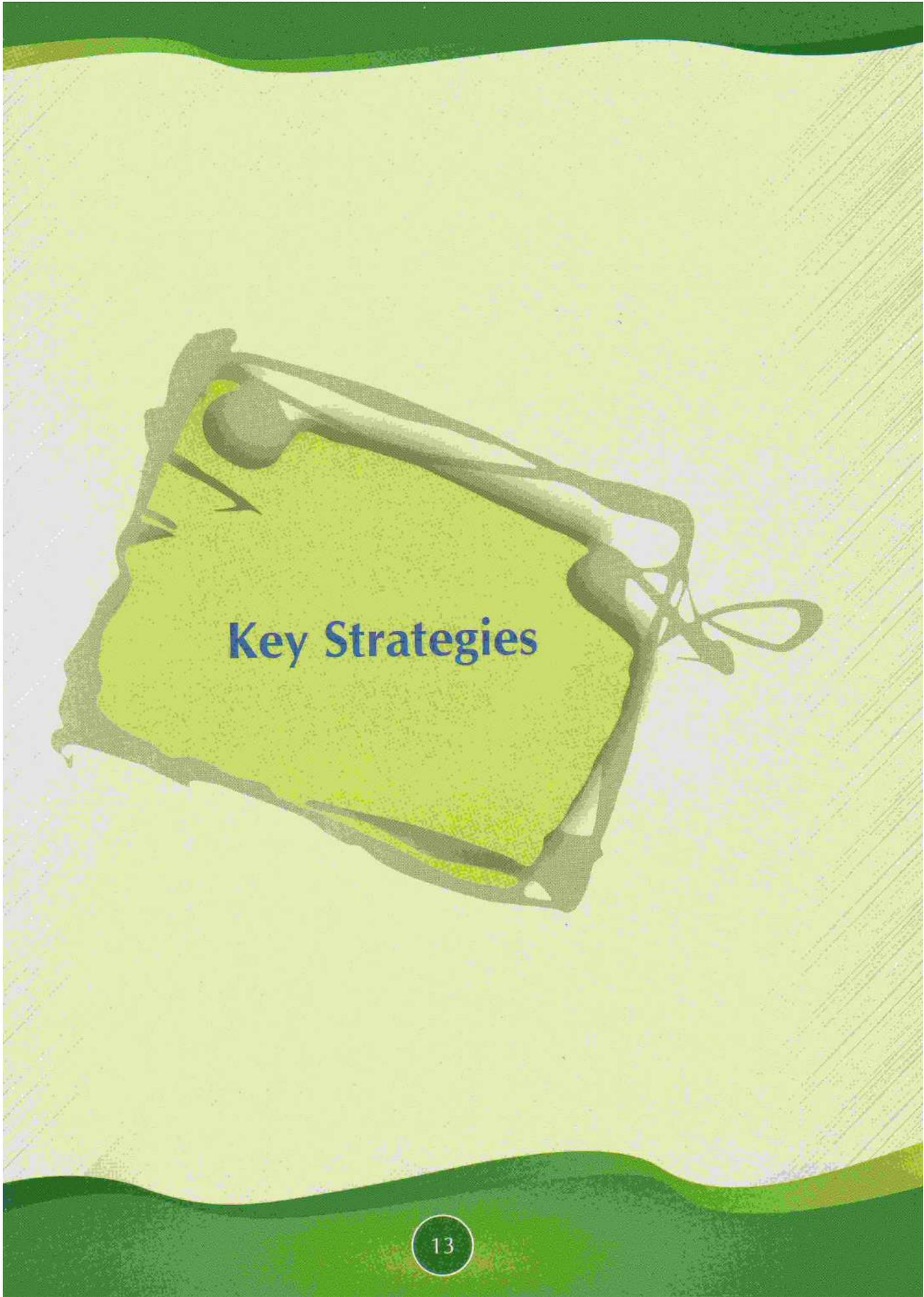
Proximity of Stakeholders (A VEEN Diagram to reflect support & benefits)



3.3 SWOT ANALYSIS

	RESOURCES	SYSTEM	PEOPLE RELATIONS	IDENTITY
STRENGTHS	<ol style="list-style-type: none"> 1. Qualified , trained, experienced and committed faculties/resource person; 2. Skilled and committed staffs; 3. Combination of academicians and practitioners ; 	<ol style="list-style-type: none"> 1. Expertise on planning and development ; 2. Institutional autonomy; 3. Good management practice; 4. Strategic Location; 5. Research facilities; 6. Continuous expansion; 7. Team dynamics of permanent and faculties on deputation; 	<ol style="list-style-type: none"> 1. Offers need based courses; 2. Brand image; 3. Ready clients; 4. Quality service delivery; 5. Location of the Academy; 	<ol style="list-style-type: none"> 1. National Training policy ; 2. Compensation package; 3. Support and ownership of the Government;
WEAKNESSES	<ol style="list-style-type: none"> 1. Law, rules and regulations are not updated; 2. Inadequate infrastructure 3. Inadequate accommodation facilities 	<ol style="list-style-type: none"> 1. Inadequate organizational structure and setup; 2. Lack of staff recruitment and retention policy ; 3. Staff shortage; 4. No strategic linkage /strategic alliances with other organization; 5. Lack of strategic plan; 6. Weak R&D; 7. Lack of ICT facilities in office works and training; 	<ol style="list-style-type: none"> 1. In appropriate career planning; 2. Poor and inadequate office and residential facilities; 3. Lack of faculty development policy; 4. Improper staff placement; 5. Lack of linkage between research and training; 	<ol style="list-style-type: none"> 1. Underutilization of autonomy; 2. Market in-equilibrium of compensation package;

	RESOURCES	SYSTEM	PEOPLE RELATIONS	IDENTITY
OPPORTUNITY	<ol style="list-style-type: none"> 1. Availability of clients; 2. Scope of collaboration with organizations at home and aboard; 3. Possibilities of development through Public- private partnership; 4. Training market Expansion; 5. Scope to offer demand driven customized courses; 6. Innovations in training devily; 	<ol style="list-style-type: none"> 1. Potential for Research and consultancies; 2. Specialized training organization; 3. Government's focus on e-governance and e-technologies; 4. Scope to increase own income; 5. Government funding; 	<ol style="list-style-type: none"> 1. Continuous demand of specialized training; 2. Employment opportunity at home and abroad; 3. Scope to offer regular degree programme; 	<ol style="list-style-type: none"> 1. Sixth 5 years plan; 2. National vision 2021; 3. Regional and International collaboration; 4. Technology transfer; 5. National training policy;
THREATS	<ol style="list-style-type: none"> 1. Attractive; compensation package in domestic and international training arena; 2. Interrupted flow of state fund; 3. Keeping branding/image; 	<ol style="list-style-type: none"> 1. Emerge of parallel training institutions in public and private sector 2. Lack of staff retention policy 	<ol style="list-style-type: none"> 1. Lack of inclusive leadership; 2. Propaganda of competitors; 3. Gaps between training and carrier planning; 	<ol style="list-style-type: none"> 1. Irregular updating of laws, rules



Key Strategies

Key strategies

There are ten main priorities which this strategy seeks to address. They are:

1. Institutional Strengthening;
2. Human Resources Management;
3. Capacity building, (Training and professional development and provisioning of quality learning aids);
4. Quality service delivery;
5. Research provisions;
6. Collaboration/ strategic alliances;
7. Consultancy & income generation;
8. Coverage expansion;
9. Funding;
10. Information technology, information flow and coordination;

1. Institutional Strengthening

1.1: Key result area: Developing as a center of excellence

Objective 1.1.1: Updating and revising existing training programme based on trainees feedback and organizational need;

Objective 1.1.2: Examining existing acts/ ordinance, rules and regulations that need to be congenial and consistent for quick and appropriate decision making, smooth running of ongoing activities and protecting right and privilege of stakeholders concern;

Objective 1.1.3: Restructuring organization aiming to improve performance;

Objective 1.1.4: Improving organizational structure to enhance management effectiveness and to reflect strategic objectives;

Objective 1.1.5: Operationalizing policy autonomy;

Objective 1.1.6: Revising policy of post training evaluation by trainees and refresher courses;

Objective 1.1.7: Building competencies in providing quality research and consultancy/advisory to Government and other agencies;

2. Human Resource Management

2.1: Key result Area: Developing and maintaining competent human resources

Objective 2.1.1:	Filling up all vacant posts on a priority basis;
Objective 2.1.2:	Ensuring development and retention of faculty members and support staffs;
Objective 2.1.3:	Ensuring performance based career planning system;
Objective 2.1.4:	Facilitating international exposure of faculties;
Objective 2.1.5:	Recognition mechanism for faculties, officers and staffs with high moral ethical value;

3. Capacity Building (Training and professional development and provisions of quality learning aids)

3.1 key result area: Faculty and staff development

Objective 3.1.1:	Training needs assessment of existing faculties;
Objective 3.1.2:	Creating higher education and training facilities of faculties & staffs at home and abroad;
Objective 3.1.3:	Field orientation for permanent faculties;

3.2. Updating learning aids and resources

Objective 3.2.1:	Regular envisioning of curriculum focusing on global training practices;
Objective 3.2.2:	Provisioning of e-library
Objective 3.2.3:	Automated library management system;
Objective 3.2.4:	Online publications (journal, books and reports);
Objective 3.2.5:	Developing competency of the faculty members in consultancy service;

4. Quality Service Delivery

Key result 4.1:	Improving service delivery mechanism;
Objective 4.1.1:	Introducing e-service;
Objective 4.1.2:	Introducing experimental learning (EL) approach;
Objective 4.1.3:	Introducing training methodology congenial for adult learning;
Objective 4.1.4:	Regular updating of curriculum (incorporating trainees feedback and needs, best practices at home and abroad);

Objective 4.1.5: Provisioning of Experience sharing with globally renowned personalities (physical presence/ video conferencing);

Objective 4.1.6: Revising course content (based on feedback of trainees and impact study);

5. Research Provisions

Key result: 5.1: Aligned research and publication activities for achieving organizational goal;

Objective 5.1.1: Examining and updating research policy with a calendar;

Objective 5.1.2: Expansion of research scope and funding (collaborative research);

Objective 5.1.2.1: Provisioning of funding from other agencies (local & foreign);

Objective 5.1.3: Priorities for NAPD faculties in accessing research funding and other research areas;

6. Collaboration / Strategic Alliances

Key result: 6.1: Joint research and faculty exchange;

Objective 6.1.1: Offering collaborative short term and long term training programme;

Objective 6.1.2: Exploring and conducting joint researches with domestic and international organization;

Objective 6.1.3: Developing strategic alliance with domestic and international institutions;

7. Consultancy and Income Generation

Key result: 7.1: Strengthening consultancies

Objective 7.1.1: Developing consultancy policies;

Objective 7.1.2: Introducing market responsive training packages for wider range of clients;

Objective 7.1.3: Introducing international training programme for other countries and development partners;

8. Coverage Extension

Key result: 8.1 Offering need based and market responsive training programme

Objective 8.1.1: Widening market coverage of training programme;

Objective 8.1.2: Offering on-line courses;

Objective 8.1.3: Obtaining accreditation of the competent authority/universities for "Masters Programme" and distance learning;

Objective 8.1.4: Designing courses for the officials of the highest ADP allocated ministries;

Objective 8.1.5: Establishment of e-learning platform (faculties & trainees);

9. Funding

Key result: 9.1: Ensuring funding for implementation of proposed activities under strategic management plan;

Objective 9.1.1: Initiatives must be taken for sanctioning sufficient budgetary allocation for Implementing project activities;

Objective 9.1.2: Immediate steps for developing and approving new projects based on SMP;

Objective 9.1.3: Timely completion of ongoing development projects;

Objective 9.1.4: Exploring possible area of cooperation/ funding from Development partners/agencies for Research, knowledge sharing;

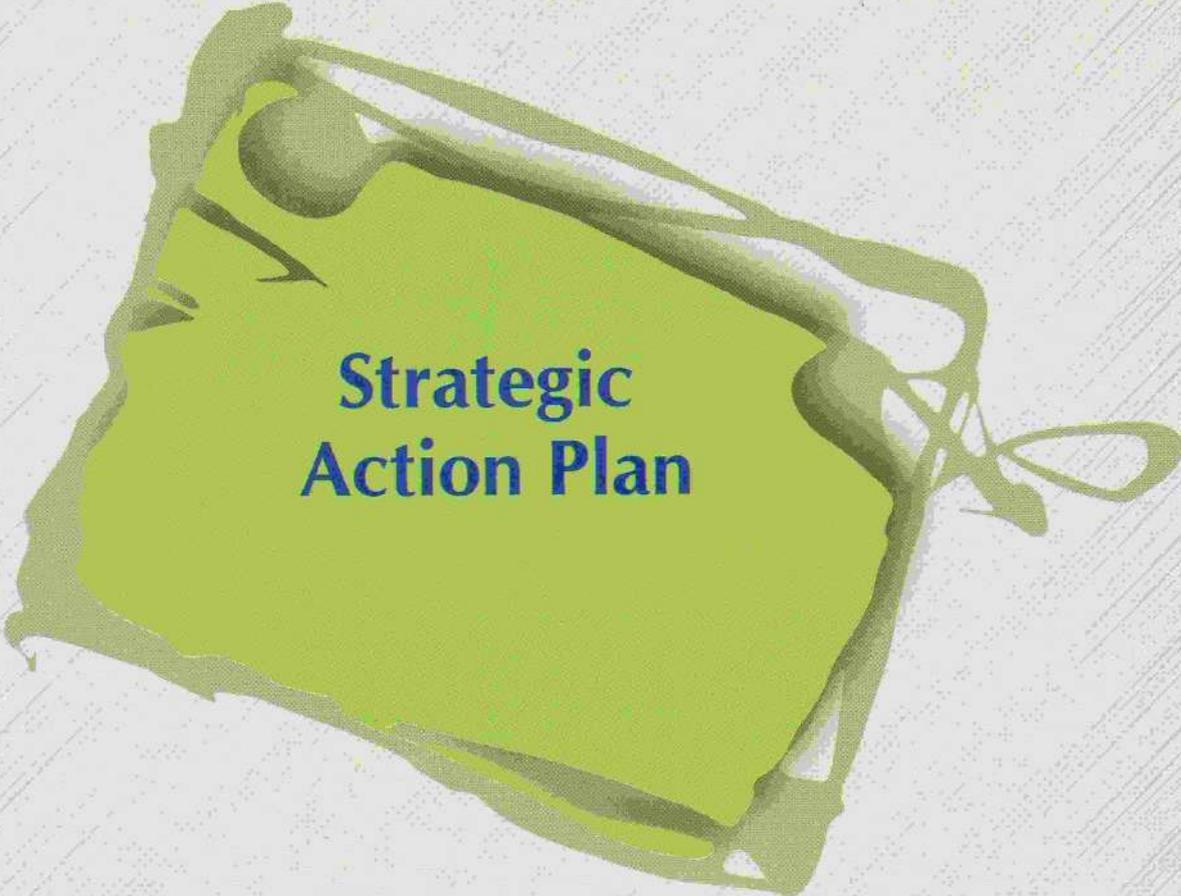
Objective: 9.1.5: Exploring the possibilities of public-private partnership involving people;

10. IT, Information Flow and Coordination

The NAPD is therefore, lacks adequate technology, systems and human resources necessary to carry out the information management functions required for improved service delivery.

10.1 Key result area: Provisioning of ICT infrastructure

Objective 10.1.1:	Establishing ICT infrastructure (WiFi, Local area network, video conferencing, cc camera);
Objective 10.1.2:	Modernizing computer and language lab;
Objective 10.1.3:	Establishing data Bank;
Objective 10.1.4:	Developing and implementing an effective IT system to share information between agencies such as NAPD, BPATC, BCS (Admin) Academy, MoP, MoPA
Objective 10.1.5:	Providing for greater access to up-to-date data and information to enable planning and allocation of resources (funding, staff and equipment) to meet the demands of the NAPD in a more timely and efficient manner;



**Strategic
Action Plan**

Strategic Action Plan

Strategic goal -1: Institutional Strengthening

Key result area	Objective	Responsibility	KPI	Completion Date	Critical issues
1.1 Developing as a center of excellence	1.1.1 Updating and revising existing training program based on trainees feedback and organizational need	Director (Training)	Revised NAPD training program approved	1 year	Approval of the competent authority
	1.1.2 Examining existing acts/ ordinance, rules and regulations that need to be congenial and consistent for quick and appropriate decision making, smooth running of ongoing activities and protecting right and privilege of concern stakeholders	Director (Admin & Finance)	1. A draft covering proposed amendment of ordinance and revised functions of BOG prepared 2. Amended ordinance is approved 3. Modified rules and regulations of NAPD approved	1 year	Approval of MoP, MoL Cabinet Division Parliament
	1.1.3 Restructuring organization aiming to improve performance	Director (Admin & Finance)	1. Designation of DG becomes Rector and status of Rector as secretary to the Government approved 2. Staffs differentiated into academic core(line function) and management core	2 year	Approval of BoG, MoPA MoF
	1.1.4 Improving organizational structure to enhance management effectiveness and to reflect strategic objectives	Director (Admin & Finance)	Revised organizational structure approved	1st 2 year	BoG, MoPA Employees
	1.1.5 Operationalizing	Director (Admin & Finance)	New autonomy status in-confirmatory with Rules of Business of the Government approved	1 st 2 year	Amendment of ordinance
	1. Revising policy of post training evaluation of trainees and refreshers course	Director (Training)	Training evaluation policy approved	1 st 2 year	Approval of the BoG
	1.1.7 Building competencies in providing quality research and consultancy/advisory to government and other agencies	Director (Research & Publication)		1 st year	Approval of the BoG
1.2: Developing physical infrastructure and logistics	1.2.1 Improving facilities of dormitory, classrooms and related areas	Director (Admin & Finance)	Improved facilities of dormitory, classrooms and related areas are implemented	1 st 3 years	BoG, MoP MoF
	1.2.2 Ensuring sufficient and quality transport facilities	Director (Admin & Finance)	Transport need assessment completed and based on the assessment transport procured	1 st 3years	BoG, MoP MoF

Strategic goal -2: Human Resource Management

Key result area	Objective	Responsibility	KPI	Completion Date	Critical issues
2.1: Developing and maintaining competent human resources	2.1.1 Filling up all vacant posts on a priority basis	Director (Admin & Finance)	All the existing vacant post filled up	1 st year	MoP MoPA
	2.1.2 Ensuring development and retention of faculty members and support staffs	Director (Admin & Finance)	1. Policy for recruitment, deployment and promotion of in house staffs and faculties, revisited, revised and approved 2. Officers deputation policy of MoPA approved	1 st 2 year	BoG MoPA
	2.1.3 Ensuring performance based carrier planning system	Director (Admin & Finance)	1. Policy for carrier planning and retention for faculty members and staffs is approved and implemented 2. Performance based carrier development system is on place and operationalized 3. A separate Performance management system in addition to existing one is formulated, approved and implemented	1 st 2 years	BoG MoPA MoF
	2.1.4 Facilitating international exposure of faculties	Director (Training)	At least 30 faculty members worked with Int. Institution per year under Signed MOU	1 st year	BoG MoPA
	2.1.5 Recognition mechanism for faculties, officers and staffs with high moral ethical value	Director (Training)	Policy of recognition mechanism for faculties, officers and staffs with high moral ethical value is approved and implemented	1 st 2 year	BoG MoP MoPA

Strategic goal -3: Capacity Building of NAPD

Key result area	Objective	Responsibility	KPI	Completion Date	Critical issues
3.1 Faculty and staff development	3.1.1 Training needs assessment of existing faculties	Director (Training)	Training need of existing faculties assessed	1 st year	
	3.1.2 Creating higher education and training facilities of faculties and staffs at home and abroad	Director (Training)	Higher education and training facilities of faculties and staffs at home and abroad is created as per approved policy	1 st 02 years	BoG MoP MoPA MoF
	3.1.3 Field orientation for permanent faculty	Director (Training)		1 st year	BoG MoP MoPA
3.2 Updating learning aids and resources	3.2.1 Regular envisioning of curriculum focusing on global training practices	Director (Training)	Existing course curriculum updated as per recommendation	1 st 2 years	BoG
	3.2.2 Provisioning of e-library	Director (Admin & Finance)	1. Subscription for e-library access made 2. Library website achieves at least 3000hits within first year of operation	1 st year	BoG
	3.2.3 Automated library management system	Director (Admin & Finance)	Fully automated cataloguing system is in placed	1 st 02 years	BoG
	3.2.4 Online publications (journal, books and reports)	Director (Admin & Finance)	Journals, books reports published on line regularly	1 st year	BoG
	3.2.5 Developing competency of the faculty members in consultancy service	Director (Training)	Faculty members(at least 20) acquired a satisfactory level of consultancy skill	1 st 02 years	BoG

Strategic goal 4 : Quality Service Delivery

Key result area	Objective	Responsibility	KPI	Completion Date	Critical issues
4.1 Improving service delivery mechanism	4.1.1 Introducing e-service	Director (Admin & Finance)	1. e-service assessment need completed 2. Office files, tender notices, training schedules, hand-outs, working papers, minutes made available in the website 3. e-HRM (online recruitment, feedback and performance appraisal)	1 st year	DG
	4.1.2 Introducing experimental learning (EL) approach	Director (Training)	Experimental learning provisioned in all offered courses	1 st year	
	4.1.3 Introducing training methodology congenial for adult learning	Director (Training)	Training methodology congenial for adult learning prepared and practiced	1 st 02 years	BoG
	4.1.4 Regular updating of curriculum (incorporating trainees feedback and needs, best practices at home and abroad)	Director (Training)	Curriculum regularly updated	Regular basis	BoG
	4.1.5 Provisioning of Experience sharing with globally renowned personalities (physical presence/ video conferencing)	Director (Training)	Policy for provisioning of experience sharing with globally renowned personalities (physical presence/ video conferencing) prepared and implemented	1 st year	BoG
	4.1.6 Revising course content (based on feedback of trainees and impact study)	Director (Training)	Course content revised (based on feedback from trainees and impact study)	Regular basis	BoG

Strategic goal -5: Research Provision

Key result area	Objective	Responsibility	KPI	Completion Date	Critical issues
5.1 Aligned research and publication activities for achieving organizational goal	5.1.1 Examining and updating research policy with a calendar	Director (Research & Publication)	An updated research policy approved	1 st 02 years	BoG
	5.1.2 Expansion of research scope and funding (collaborative research)	Director (Research & Publication)	1. Potential partners identified 2. Research calendar prepared	1 st 02 years	
	5.1.3 Provisioning of funding from other agencies (local and foreign)	Director (Research & Publication)	Policy on funding from other agencies prepared or approved.	1 st 02 years	BoG
	5.1.4 Ensuring priorities for NAPD faculties in accessing research funding and other research areas	Director (Research & Publication)	Provision is kept in the research policy	1 st 03 years	BoG

Strategic goal -6: Collaboration/Strategic Alliances

Key result area	Objective	Responsibility	KPI	Completion Date	Critical issues
6.1 Joint research and faculty exchange	6.1.1 Offering collaborshort term and long term training programme	Director (Training)	1. Market assessment of all training program completed. 2.Required formalities for offering courses observed based on assessment	1 st 2 years	BoG
	6.1.2 Exploring and conducting joint researches with local and international organization	Director (Research & Publication)	1. Potential partners identified 2. Research calendar prepared	1 st 2 years	BoG
	6.1.3 Developing strategic alliance with domestic and international institutions	Director (Training)	1. Potential partners identified 2.Required formalities observed	1 st 3 years	BoG

Strategic goal -7: Consultancy and Income Generation

Key result area	Objective	Responsibility	KPI	Completion Date	Critical issues
7.1 Strengthening consultancies	7.1.1 Developing consultancy policies	Director (Research & Publication)	Consultancy policies are in placed	1 st 02 years	BoG MoP MoF
	7.1.2 Introducing market responsive training packages for wider range of clients	Director (Training)	1. Market assessment of all training program completed. 2. Required formalities for offering courses observed based on assessment	1 st 02 years	BoG
	7.1.3 Introducing international training program for other countries and developing partners	Director (Training)	1. Market assessment of the same completed 2. Required formalities for offering courses observed based on assessment	1 st 02 years	BoG

Strategic goal -8: Coverage Extension

Key result area	Objective	Responsibility	KPI	Completion Date	Critical issues
8.1 Offering need based and market responsive training program	8.1.1 Widening market coverage of training program	Director (Training)	1. Market assessment of the same completed 2. Required formalities for offering courses observed based on assessment	1 st 3 years	BoG MoP MoF
	8.1.2 Offering on line courses	Director (Training)	1. Content of the course designed 2. Required formalities for offering courses observed based on assessment	1 st year	BoG
	8.1.3 Obtaining accreditation of the competent authority/ universities for Masters program and Distance learning	Director (Training)	Required formalities for offering courses observed based on assessment	1 st 3 years	BoG, MoE
	8.1.4 Designing courses for the officials of the highest ADP allocated Ministries	Director (Training)	Required formalities for offering courses observed based on assessment	1 st year	DG
	8.1.5 Establishment of e-learning platform (between faculties and trainees)	Director (Training)	Required formalities for offering courses observed	1 st 3 year	BoG

Strategic goal -9: Funding

Key result area	Objective	Responsibility	KPI	Completion Date	Critical issues
9.1 Ensuring funding for implementation of proposed activities under strategic management plan	9.1.1 Initiatives must be taken for sanctioning sufficient budgetary allocation for implementing project activities	Director (Admin & Finance)	Availability of funding ensured	From day one	BoG MoP MoF
	9.1.2 Immediate steps for developing and approving new projects based on SMP	Director (Admin & Finance)	Projects based on SMP is developed and approved	1 st 2 years	BoG MoP
	9.1.3 Timely completion of ongoing development projects	Director (Admin & Finance)	Ongoing development projects timely completed	Within stipulated time	MoP
	9.1.4 Exploring possible area of cooperation/ funding from development partners/agencies for research, knowledge sharing	Director (Admin & Finance)	Possible area of cooperation/ funding from Development partners/agencies explored	1 st 2 years	BoG
	9.1.5 Exploring the possibilities of publicprivate partnership involving people	Director (Admin & Finance)	Possible area of developing public-private partnership explored	1 st 2 years	BoG

Strategic goal -10: IT, Information Flow and Coordination

Key result area	Objective	Responsibility	KPI	Completion Date	Critical issues
10.1 Provisioning of ICT infrastructure	10.1.1 Establishing ICT infrastructure (WiFi, local area network, video conferencing, cc camera)	System Analyst	ICT infrastructure (WiFi, Local Area Network, video conferencing, cc camera) established	1 st 3 years	BoG MoP MoF
	10.1.2 Modernizing computer and language lab	System Analyst	Modern computer and language lab established	1 st 3 years	BoG MoP MoF
	10.1.3 Establishing data Bank	System Analyst	Effective systems to store and manage data developed and implemented	1 st 2 years	BoG MoP MoF
	10.1.4 Developing and implementing an effective IT system to share information between agencies such as NAPD, BPATC, BCS (Admin) Academy, MoP, MoPA	System Analyst	Effective IT system to share information between different agencies are in placed	1 st 2 years	BoG MoP MoF
	10.1.5 Providing greater access to up-to-date data and information to enable planning and allocation of resources (funding, staff and equipment) to meet the demands of the NAPD in a more timely and efficient manner	System Analyst	Access to up-to-dated data and information to enable planning and allocation of resources ensured.	1 st 3 years	DG

Implementation Planning and Next Steps

This strategy has outlined the main issues which NAPD aims to address over the next ten years. This strategy will be implemented through action plans, where priorities will be continually revised and revisited. These action plans will be managed and monitored by the existing mechanism. This will allow the strategic direction and planning of the NAPD to fully represent the reality of today and over the next ten years.

This strategy has been and will be a key driving for a road map for NAPD for its journey to the center of excellence. It will allow the strategic allocation of resources to be directed to those most pressing issues in a systematic and structured way to enhance the capability of NAPD for ensuring skilled human resources in the system.

Acronyms

BARD	: Bangladesh Academy for Rural Development
BCS	: Bangladesh Civil Service
BCSAA	: BCS (Administration) Academy
BIAM	: Bangladesh Institute of Administration and Management
BIM	: Bangladesh Institute of Management
BIDS	: Bangladesh Institute of Development Studies
BPATC	: Bangladesh Public Administration Training Center
CDMP	: Comprehensive Disaster Management Program
DG	: Director General
DP	: Development Partners
ERD	: Economic Relations Division
ICA	: Institute of Chartered Accountants
IMED	: Implementation Monitoring & Evaluation Division
INGOs	: International Non Government Organizations
MoF	: Ministry of Finance
MoHFW	: Ministry of Health & Family Welfare
MoP	: Ministry of Planning
MoPA	: Ministry of Public Administration
NAEM	: National Academy for Educational Management
NILG	: National Institute of Local Government
NIPORT	: National Institute of Population Research and Training
NAPD	: National Academy for Planning and Development
NGOs	: Non Government Organizations
PC	: Planning Commission
PPP	: Public Private Partnership
RDA	: Rural Development Academy
UNDP	: United Nations Development Program

National Academy for Planning and Development
Ministry of Planning
Nilkhet, Dhaka

Stakeholder Meeting for Implementing Strategic Planning of NAPD
24 April, 2014 (1st Meeting)

Sl.	Name, Designation and Organization	Phone, Mobile & Email
01	Mohammad Rafiqul Islam Joint Chief & National Project Director Poverty, Environment and Climate Mainstreaming (PECM) Project General Economic Division Planning Commission Block#14, Room#24 (1st Floor) Sher-e-Bangla Nagar, Dhaka-1206	9180776 (Off) 9127813, 9180776 (Fax) 01911580124 (Mob) rafiq.sylhet@yahoo.com
02	Md. Shamsul Alam Ex-Director (Training) & Consultant Bangladesh Bureau of Statistics Statistics and Informatics Division M/o. Planning, Parisankhan Bhaban E-27/A, Agargaon, Dhaka	9132543(Off) 01552346634 (Mob) salamstat55@yahoo.com
03	Md. Moniruzzaman Director Bangladesh Bureau of Statistics Statistics and Informatics Division M/o. Planning, Parisankhan Bhaban E-27/A, Agargaon, Dhaka	8181427 (Off) 01714378015 (Mob)
04	Md. Shah Alam Senior Assistant Secretary Ministry of Finance Bangladesh Secretariat, Dhaka	01936761475 (Mob)
05	Muhammad Abdullah Al Zabed Assistant Director IMED	9112306 (Off) 01712574929 (Mob)

**Stakeholder Meeting for Implementing Strategic Planning of NAPD
29 April, 2014 (2nd Meeting)**

Sl.	Name, Designation and Organization	Phone, Mobile & Email
01	Md. Mahtabuddin Jamadar Director (Joint Secretary) National Institute of Local Government (NILG) Agargaon, Dhaka	01759390725 (Mob)
02	Dr. Mohd. Shahadat Hossain Mahmud Director (Joint Secretary) Bangladesh Institute of Management (BIM) 4, Sobhanbag, Mirpur Road Dhanmondi, Dhaka-1207	9111216 (Off) 8114304 (Fax) 01817124188 (Mob) mahmud5212@yahoo.com
03	Abdul Baki Director (Deputy Secretary) Bangladesh Public Administration Training Center (BPATC) Savar, Dhaka	7746602 (Off) 7745029 (Fax) 01715108363 (Mob) abaki_23@yahoo.com
04	Dr. S. M. Zahedul Islam Chowdhury Research Fellow Bangladesh Institute of Development Studies (BIDS) E-17, Agargaon, Dhaka	8181691 (Off) 8113023 (Fax) 01749614965 (Mob) zahedeco@yahoo.com
05	Md. G. N. A. Rashid Senior Instructor National Institute of Population Research and Training (NIPORT) Azimpur, Dhaka	01715224819 (Mob)

**Stakeholder Meeting for Implementing Strategic Planning of NAPD
29 April, 2014 (2nd Meeting)**

Sl.	Name, Designation and Organization	Phone, Mobile & Email
06	Md. Saiful Islam Deputy Director BCS Administration Academy Shahbag, Dhaka	9672625 (Off) 9667440 (Fax) 01712632975 (Mob) saifulmj20@yahoo.com
07	Kalachand Shil Deputy Director National Academy for Educational Management (NAEM) NAEM Road, Dhanmondi, Dhaka-1205	8621443 (Off) 8618242 (Off) 8650320 (Fax) 01715161475 (Mob) 01558320057 (Mob) kalachand67@yahoo.com
08	Md. Moniruzzaman Assistant Director Bangladesh Institute of Administration Management (BIAM) Foundation Eskaton Road, Dhaka	01939372578 (Mob)

**Stakeholder Meeting for Implementing Strategic Planning of NAPD
05 May, 2014 (3rd Meeting)**

Sl.	Name, Designation and Organization	Phone, Mobile & Email
01	Dr. Akhter Jahan Deputy Director (Medical Education) Directorate General of Health Services Mohakhali, Dhaka	01711223301 (Mob)
02	Mohammad Ataul Karim Deputy Manager (HRM) Power Grid Company of Bangladesh Ltd. IEB Bhaban (New), 3rd Floor, 8/A, Ramna, Dhaka	9553663(Off) 211 (ext.) 01716608855 (Mob) 9566555 (Fax) ataul_hr@yahoo.com
03	Md. Kamal Hossain Knowledge Management Specialist Comprehensive Disaster Management Programme (CDMP), Disaster Management & Relief Bhaban (6th Floor), 92-93, Mohakhali C/A, Dhaka-1212	9890937 (Off) 150 (ext.) 01711225352 (Mob) 9890854 (Fax) kamal.hossain@cdmp.org.bd
04	Mousumi Pervin Capacity Building Analyst Comprehensive Disaster Management Programme (CDMP), Disaster Management & Relief Bhaban (6th Floor) 92-93, Mohakhali C/A, Dhaka-1212	9890937 (Off) 102 (ext.) 01712001705 (Mob) 9890854 (Fax) mousumi.pervin@cdmp.org.bd
05	Monjit Kumar Shil Bangabandhu Sheikh Mujib Medical University Block - B, 2nd Floor, Room - 212 Shahbag, Dhaka-1000	8618314 (Off) 01819627096 (Mob) monjit_bd@yahoo.com

National Academy for Planning and Development
Ministry of Planning
Final Stakeholder's Consultation Meeting
On
Draft Strategic Management Plan of NAPD
Date: 28 June, 2014 (Saturday)
Participants List

Sl.	Name, Designation and Organization	Phone, Mobile & Email
01	Md. Salimuzzaman Deputy Director National Academy for Educational Management (NAEM)	8612425, 01552-461497 naemsalimuzzaman@gmail.com
02	Md. Mahbub Hossain Director (Planning, Development & Negotiation) Bangladesh Climate Change Trust	9898031 (F) 01720-983458 mdmahbub1964@gmail.com
03	Rabiul Azam Senior Analyst APL Bangladesh	01730-433805 rabiulazam bd@gmail.com
04	Mohammad Rafiqul Islam Joint Chief General Economics Division	9180776 01911-580124 rafiq.sylhet@yahoo.com
05	S. M. Ali Hossain Deputy Manager JibanBima Corporation	9551414 (2090) 01912-470932
06	Dr. Abu Shahin M. Ashaduzzaman Deputy Secretary Cabinet Division	9513602, 9513302 (F) 01720-572856 asad6531@gmail.com
07	Md. Anwarul Kabir Assistant Director (Finance & Budget) Bangladesh University of Professionals (BUP)	8000261-63 01823-071496 anwar3616@hotmail.com

Participants List

Sl.	Name, Designation and Organization	Phone, Mobile & Email
08	Md. Riaz Uddin Assistant Chief Planning Commission	01717-147751 dip-riaz@yahoo.com
09	Md. Kamrul Islam Assistant Chief Planning Commission	9180759 01710-631161 kamrul.economic@gmail.com
10	Mst. Jesmin Ara Assistant Chief Agriculture Division, Planning	9117480 01718-214002 jesmin.lata@yahoo.com
11	Engr. Md. Anwar Hossain Assistant Manager (Mechanical), Planning BAPEX, Petrobangla	01819-113046 hossainbx@gmail.com
12	Md. Mozammel Hoque Professor/Doctor Bangabandhu Sheikh Mujib Medical University	9667535 01711-822852
13	Hasan Shirazi Associate Professor & Coordinator Graduate Program University of Liberal Arts Bangladesh	9661301, 9661255 01711-594030, 9670931 (F)shirazibd@gmail.com
14	Md. Aftab Uddin Khan Former Additional Secretary	9676337 01713-083780
15	Md. Mahbubur Rahman Assistant Chief Ministry of Law	01760-401595 alambio82@gmail.com
16	Md. Oli Ul Haque Assistant Conservator of Forests Bangladesh Forest Department	01711-239100 oliul_1967@yahoo.com

Participants List

Sl.	Name, Designation and Organization	Phone, Mobile & Email
17	Saiful Islam Khan Research Officer Bangladesh Handloom Board	01925-872150 saifulbhb@gmail.com
18	Mohammad Saiful Alam Sumon Assistant Chief (Monitoring & Evaluation) Bangladesh Handloom Board	8189813 01712-953865 summon.bhb@gmail.com
19	Md. Motahar Hossain Joint Director (DS) National Institute of Local Government	8181857 01818-112226 motahar406@yahoo.com
20	Narattam Halder Programmer ISP, BCC, ICT Division	01718-678706 narattam@gmail.com
21	Liton Sharma Programmer ISP, BCC, ICT Division	01534-879722 liton.sharma@gmail.com
22	Md. Khaleduzzaman Extension Officer Bangladesh Small & Cottage Industries Corporation (BSCIC)	01715-472363 farin@dhaka.net
23	Mst. Humaira Aktar Assistant Manager Bangladesh Jute Mills Corporation (BJMC)	01716-038900 mail2happy11@gmail.com
24	Md. Minhajul Islam Assistant Chief Economic Relations Division	02-9180798 01716-100506 minhajjayed@yahoo.com
25	Md. G. N. A. Rashid Senior Instructor NIPORT	8625250 01715-224819 gna.rashid@gmail.com

Participants List

Sl.	Name, Designation and Organization	Phone, Mobile & Email
26	Khondoker Mokaddem Hossain Professor & Former Director Institute of Disaster Management & Vulnerability Studies	9665274 01711-383926 mokaddemdu@yahoo.com
27	Dr. Mohammad Ali Khan Additional Secretary Finance Division, Ministry of Finance	9660900 01743-841483 khanma1234@gmail.com
28	Md. Moniruzzaman Assistant Director Bangladesh Institute of Administration & Management	01939-725578
29	Muhamad Abdullah Al Jabel Assistant Director (Assistant Chief) IMED	9112306 01712-574929 jabedeconoci@gmail.com
30	Mohammad Amir Azam Chowdhury General Manager Sylhet Gas Fields Limited (Petrobangla)	0821-860706 01715-719566 shuvasthee@gmail.com



National Academy for Planning & Development
3/A Nilkhat, Dhaka, Bangladesh