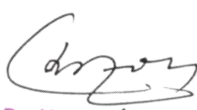




Strategic Direction of BIGM 2024

BANGLADESH INSTITUTE OF GOVERNANCE AND MANAGEMENT


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Acronyms and Abbreviations

BCS	Bangladesh Civil Service
BIAM	Bangladesh Institute of Administration and Management
BIGM	Bangladesh Institute of Governance and Management
BPATC	Bangladesh Public Administration Training Center
GPP	Governance and Public Policy
GRIPS	National Graduate Institute of Policy Studies, Japan
HRM	Human Resource Management
IER	International Economic Relations
MPhil	Master of Philosophy
MOPA	Ministry of Public Administration
MPA	Master of Public Affairs
NDC	National Defense College
NILG	National Institute of Local Government
PhD	Doctor of Philosophy
SOP	Standard Operating Procedure
UGC	University Grants Commission

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Executive Summary

Bangladesh Institute of Governance and Management (BIGM) aspires to be a premium knowledge hub of Bangladesh for education, training and research, primarily focused on policy and policy Instruments. This strategic note brings to the fore a set of strategic goals, related objectives, actions and suggestions with an aim to distinguish BIGM from other academic, training and research institutions, and establish it as a well-reputed knowledge-led centre where rigorous research will be the focus.

The institute facilitates student sand practitioners to pursue professional education on public policy, governance and development. Rigorous evidence-based and research-imbued academic discourse on public policy agenda and micro- and macro-developmental issues guide overall activities of BIGM. BIGM believes in creating intellectual value in all its activities and emphasizes mutual collaboration to attain intellectual ascendancy and greater social goals.

BIGM has three core functions- Academic, Training and Research. Moreover, consultancy, knowledge management, collaboration and networking have been identified as process and derived functions to achieve its core objectives. The document outlines the strategic goals of each of the functions and discusses short-term, medium-term and long-term initiatives needed to make the goals a reality.

Suggested key strategic priorities for the Academic wing include; rebranding the Master’s degrees as research degrees, introducing MPhil and PhD Programs, recruiting expert faculty, enhancing curriculum and formulating continuous tripartite collaborations with different parties.

The Standard Operating Procedure (SOP) for training wing is already in place. The training courses that BIGM offers should be expanded. Among the training programs conducted at the Institution, the program that are not imparted elsewhere will be emphasized. Up-to-date training programs need to be designed on issues of urgent interest. A collaboration network among other national and international training institutes will also be fruitful.

For research, BIGM already has an interdisciplinary team in place. It will further develop its capabilities. It emphasizes cutting-edge interdisciplinary research, and places particular importance in building expertise in data science. Since promoting research is an over-arching aim of BIGM, some fundamental documents like, ‘Research Policy and Strategy’, ‘Publication and Editorial Policy’, ‘Service Rules’ and ‘SOP of BIGM’ have been redrafted to keep them relevant in a rapidly evolving context. Emphasis has been laid on building partnerships with nationally and globally reputed data and knowledge driven bodies especially for consultancy and knowledge management.

Apart from the strategic goals, the document sheds light on implementing, monitoring, evaluating and communicating the strategic directions. Strategic capability has also been discussed in the areas of human resources and financial capital. Strong leadership is instrumental in operationalizing all strategic directions of the document. Proper execution of this strategic direction will aid the Institution to achieve its strategic objectives and add value in the quest to be a premium knowledge hub.

Finally, prudent and optimal choice of multipronged and mutually reinforcing activities may help establish BIGM as a well-reputed think tank in Bangladesh, with a global standard.


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1.0 Premise

1.1 Broad Objectives of BIGM

Bangladesh Institute of Governance and Management (BIGM), the successor organization of the `Civil Service College, Dhaka`, was established in 2006. The purpose of the Civil Service College was to promote higher education in social sciences including development economics, governance, and other relevant subjects among the members of civil service as well the executives of the private sectors of Bangladesh. The transformation of Civil Service College, Dhaka to BIGM has broadened the objectives of the institute. The broad objectives of BIGM have been set out in the Deed of Trust¹, which are summarized below:

- i. To facilitate the growth and development of Bangladesh through the capacity building of human capital by instilling appropriate skills, providing training on right leadership and art of management of global standard,
- ii. To train the members of civil service as well as executives of the private sector so that they keep themselves updated,
- iii. To offer MA, MS, MPhil, and PhD in social sciences and other relevant areas for the professionals,
- iv. To conduct research in key areas of public administration, management and development,
- v. To organize different courses on collaboration and to develop partnership with national and international institutes and universities,
- vi. To build strategic capacity in governance, leadership, public administration and management,
- vii. To help initiate reforms and give motivation to the future young leaders and gradually achieve a people-oriented management system,
- viii. To facilitate different academic and training programs in joint collaboration with other renowned institutions from home and abroad,
- ix. To give policy inputs on national and international issues
- x. To act as a `Think Tank` for the society.

To achieve these broad objectives, it is important for BIGM to leverage its strengths and mitigate its weaknesses in order to acquire the opportunities and avoid the threats that the current environment has. An assessment of the current issues and discussions held with institute members brings forward several internal and external potentialities. These have been captured in a SWOT analysis of BIGM in the following page.

¹Annexure 1

1.2 Key Aspects of Distinctiveness

Bangladesh Institute of Governance and Management (BIGM) is a premium knowledge hub in Bangladesh for professional higher studies, higher-level training and cutting-edge research, focused primarily on policy and policy instruments, governance and development issues. It runs Master's Programs covering distinct professional disciplines affiliated under the University of Dhaka as well as conducts high-skill training courses relevant for both public and private sector executives. The Institute also carries out research on cutting-edge interdisciplinary areas that will help national development efforts through evidence-based research and policy making, and to promote innovation and advancement of knowledge on different development and public affairs issues. It is gradually forging an expanding network with other similar national and international establishments. BIGM is required to steer itself in a long-term strategic direction to realize its Vision. This policy paper conceptualizes some strategic goals, tactical actions and alternative options, for BIGM to become a resourceful, reputed and knowledge-led institute in Bangladesh with an international level of recognition.

Rigorous evidence-based and research-imbued academic discourse on public policy agenda and, both micro- and macro-developmental issues are the core theme of overall activities of BIGM. Amid the presence of a good number of public funded training and research institutes and a dozen of privately managed degree awarding universities on similar subjects², BIGM stands distinctly. The key aspects of this distinctiveness may be outlined as follows.

a. Emphasis on professional post-graduate level education

The post-graduate level academic program affiliated with the University of Dhaka makes BIGM an attractive choice for students who wish to earn a reputed degree in fields such as Governance and Public Policy, International Economic Relations, and Human Resource Management. Furthermore, the courses taught here are very relevant, effective and updated for both public and private sector executives.

b. Flexible academic schedule

Academic programs of BIGM are conducted on a flexible schedule with an aim to accommodate professionals of public and private sectors. Academic sessions are mainly held on weekends and in the evening hours. Furthermore, examinations, review classes and other assessments are also held at convenient times.

c. Research-driven learning

Research is actively promoted in the overall function of BIGM and it is contributing in the overall quality of the learning, training and mentoring sessions. Involvement with research allows faculties to remain updated and weekly in-house seminars held in BIGM keep the inquisitiveness of BIGM employees alive and moving. In addition, the publication of BIGM members in globally reputed peer-reviewed journals is gradually creating a strong scholarly image for BIGM.

² Annexure 2

d. Skill and knowledge based higher level training

BIGM is devoted to providing world-class higher-level training to achieve its broader objectives and goals. Our research and governance based higher level training is well recognized in the country and through continuous improvement, in the near future we hope these programs will ultimately achieve global standards.

e. Welcoming atmosphere for young and mid-career professionals

BIGM nurtures a welcoming attitude for young and mid-career professionals who wish to enhance their skills through training provided by BIGM. Cordial peer support, easily available learning materials and compassionate teachers are effective supports for the mid-career executives.

f. Practical knowledge with theoretical underpinnings

BIGM draws academicians and resource persons from a wide range of diversified fields. Along with career university professionals, experts from other professions, especially from civil service, are regularly invited. This characteristic provides trainees and academic students of BIGM a special advantage of learning from the leaders. Academic theories, explained with real-life realities and experiences are unique to BIGM.

g. Amenities of Campus

Located in a well-connected place in Dhaka, Bangladesh, BIGM is convenient for regular commuting. In addition to that, campus amenities of the Institution, such as classrooms, lawn, library, IT and management support ensure convenience for the students and training participants.

2.0 Context Analysis

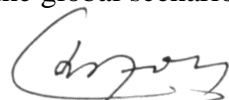
2.1 Key features of Exterior Setting

The core objectives of BIGM towards achieving our vision are fully compatible with the development discourse being held both globally and nationally. BIGM provides a congenial space where students can pursue public policy, governance and development to make themselves capable of assuming the future leadership. The establishment of the institute was necessary from the intellectual, moral, and cultural spirit of that time. In the dynamic socio-economic setting of Bangladesh, these are still relevant and will remain so for the future. Having reputed civil service bureaucrats as its founders was a strong validation for its image as a public policy hub. The opportunity to pursue Master's degrees conveniently is another strong attraction for BIGM students. A few key features in the present exterior setting of BIGM are listed below:

a. Need for policy learning to instrument the ongoing growth momentum for the public and private sector executives

The knowledge leadership of public and private sector executives in policy analysis has become critically important in the ongoing growth momentum of Bangladesh. Understanding governance, public policy paradigms, development thoughts and their linkage with the global scenario is very crucial for the future public and private sector players and shakers.


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b. Presence of only a small number of institutions with similar commitment

Academic exercises on public policy and policy related research covering both macro and micro domain are closely related to governmental activities, which are also the objectives and goals of BIGM. In the public sector, there are a very few training institutes in the public sector where policy, governance and research based higher and advanced level training is provided. That apart, they do not provide academic degrees, and promote research work. In the private sector, a few institutes provide academic degrees, but their research work is not as rigorous as it is in BIGM.

c. Close relation with Governance system

BIGM is working closely with the government and especially, with the Ministry of Public Administration (MOPA) which provides support for the growth and overall development of the Institute. Some other ministries, departments and governmental project authorities are also providing supportive partnerships to BIGM, by involving it in carrying out many of their functions. This opportunity creates substantive scope for BIGM to flourish further and to support the knowledge demand of the public sector as well as that of the private sector.

d. Increasing Demand for Capacity Development among Young Professionals

There is a growing trend among young professionals of Bangladesh for further learn after office hours. A significant number of young professionals are enthusiastic for higher studies both at home and abroad. Many of them enroll themselves in such courses that are completely different from their original or earlier academic background. There is a growing interest among the young professionals working in the public sector to pursue public policy, economics and other relevant subjects. They spend sufficient time and energy to earn master's degree that might be beneficial for their career. This recent phenomenon provides a positive signal for BIGM.


e. Blending dynamic socio-economic needs

With the change of time, the socio-economic setting of the country and its global context are changing and so are the professional needs, the skill sets and the required contours of knowledge of the executives of public and private sector. By making changes in academic, training and research activities, BIGM is committed to keeping itself relevant.

f. Innovation and technological advancement

The Fourth Industrial Revolution is blurring the boundaries between the physical, digital, and biological worlds. It is a fusion of advances in artificial intelligence (AI), robotics, the Internet of Things (IoT), and several other technologies. The Fourth Industrial Revolution (4IR) will change every spectrum of human life. Bangladesh has already set long-term visions for 2030, 2041, 2071 and 2100 to prepare for the future. Remaining committed with those, BIGM must charter activities to create value, help innovation and promote technological advancement. The above factors influencing the growth of BIGM may be represented as follows.


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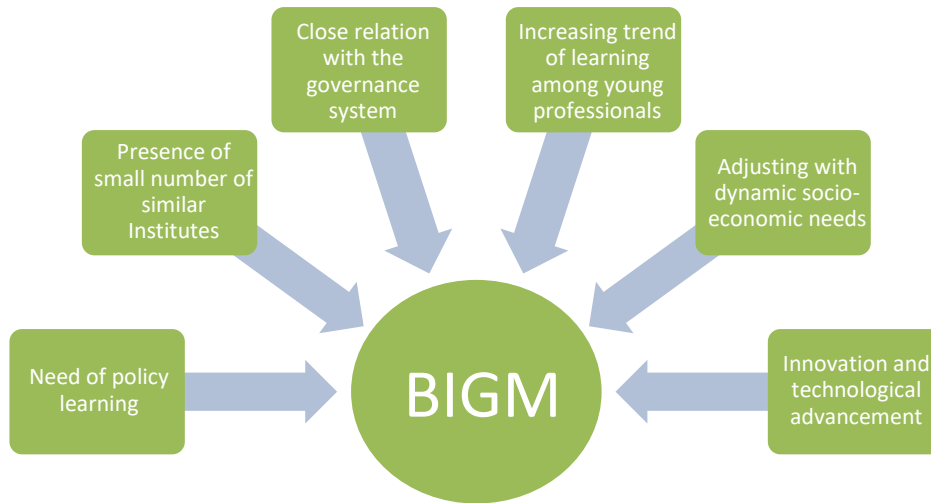


Figure 1: External Factors Influencing BIGM

2.2 Stakeholder mapping of BIGM

The stakeholder map below lays out different groups of BIGM stakeholders. It examines both the internal and external stakeholders of BIGM and can aid communication initiatives with the parties.

Table 1: Stakeholder Mapping of BIGM

<div style="border: 1px solid black; padding: 2px; display: inline-block;">High</div> Power / Influence	(High, Low)	(High, High)
	BOT/GB Members University of Dhaka/ Development parterres	Ministry of Public Administration Finance Division, Ministry of Finance Cabinet Division PMO Planning Commission Bangladesh Bank
	BIGM faculty and staff Training Participants BIGM Alumni Civil society organization Other Public and Private Universities Research Institutes Think-Tanks	Mid-level Public and Private executives Junior and Mid-level Researchers Research Collaborators Adjunct Faculty Members Practitioners and Professionals
	(Low, Low)	(Low, High)
	Level of Interest	

Low

High

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Major strategic conclusions that can be drawn from the Stakeholders' Mapping are as follows:

1. Need to ensure buying-in by the key ministries/divisions, especially by MoPA and FD.
2. The University of Dhaka is an opportunity and the existing potential of collaboration needs to be explored.
3. A tripartite alliance involving MoPA, DU and BIGM might alleviate the short and mid-term risks and bring in long-term sustainability.
4. Developing networks and linkages with other universities/research institutes/think tanks might act as both pushing and pulling factors.

The following sections of this paper are largely drawn on the SWOT Analysis and Stakeholder Mapping of BIGM as presented above.

2.3 SWOT Analysis of BIGM
Table 2: SWOT Analysis of BIGM

	STRENGTHS	WEAKNESS
Internal Analysis	Training, academic and interdisciplinary research institute with established service rule and BoT	Limited number of permanent in-house faculties
	Distinguished professionals, bureaucrats, and academics as faculties	Lack of sector specific experts or supervisors
	Experienced leadership in top management	Weak financial base
	Research works done in BIGM are multidisciplinary in nature and provide a unique learning environment	Lacks accommodation for trainees or course participants coming from outside of Dhaka
	Professionals from different sectors including public, private and armed forces train here promoting cross cultural synergy and education	
	High-level skill and capacity building for both public and private professionals	High employee turnover
	Higher pay scales for junior-level employees	Difficulty in coordinating specialized works with administrative works
	The research and training provide an interactive learning environment for employees	Inappropriate distribution of duties and responsibilities
	Salary provision for higher study leave	Suboptimal use of IT infrastructure
	Two ways path for promotion	
	Digital friendly classrooms	Limited seating for staff

	Beautiful and permanent green campus	
	OPPORTUNITIES	THREATS
External Analysis	Development of new governance and policy lab	Lack of publicity and image-building efforts
	Scope of executive training in line with 4 th IR	Financial and management sustainability
	Capacity building for public and private sector professionals	Growing domestic competition owing to the establishment of new research organizations (BIGD, JPG, PHD etc.)
	Memorandum of Understanding (MoU) with three ministries of the Government	Prolonged duration of Master's program
	Collaboration with researchers through ReForm	Pressure to expand due to additional demand
	Partnership with different national and international research organizations	Limited autonomy in offering MPA programs
	Infrastructural, software and hardware support from JICA	Uncompetitive honorarium for faculties, compared to other private organizations

The key implications of this SWOT analysis are as follows:

1. The research orientation of academic and training functions needs to be accelerated and streamlined.
2. Interactive learning should stay in focus.
3. Cooperation and collaboration with the University of Dhaka, the Government and other educational research institutes need to be rebooted.
4. Virtual learning should be embraced and emphasized.
5. Future-looking strategic plans, as well as human resource planning, should always be on the priority agenda to ensure talent availability and financial sustainability.
6. Continued upgradation of programs and curricula to accommodate change and necessities of the time.

3.0 Vision and Mission

BIGM is keen to utilize research for its academic and training activities. Its capacity-building activities, focus on public policy, governance-related issues and orientation to achieve greater social goals and create its distinctive position.

Considering intellectual inputs of different aspects as a basis of activities, BIGM emphasizes mutual collaboration as a path toward the attainment of intellectual ascendancy and greater social goal. Its visionary ideal can be illustrated as follows:


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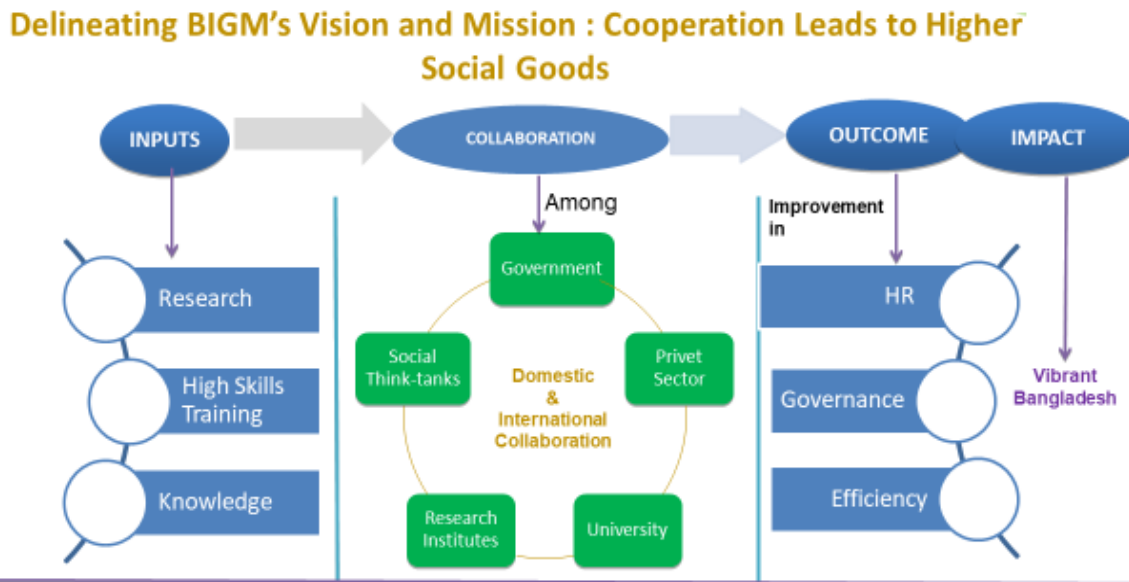


Figure 2: The Vision Framework of BIGM

BIGM believes that strengthening capacity through knowledge, training and research as the input, through the collaborative synergy of the governance structure, social think tanks, private sector, research institutions, will lead to instrumental outcomes, like resourceful human capital, good enough governance and growth efficiency can be attained; which in the long-run will lead to a vibrant Bangladesh.

Current socio-political scenario and broad picture of the growth mobilization in Bangladesh provides rationale for the functions of BIGM. After 52 years of independence, Bangladesh at present is on the way to graduation to a middle-income country and desires to become a developed country within 2041. In this trajectory, innovation gearing skill enhancement, technological advancement, and insightful critical thinking in policy paradigms are essential to overcome (face) the challenges of the middle-income trap. Knowledge-nourishing of public and private sector leadership has become immensely important input for the ongoing growth trajectory of Bangladesh. In this context, a significant scope of functionalities may include following areas:

- i. To attain advanced skills in policy analysis, policy formulation and strategic planning and management.
- ii. To inculcate dynamic and creative leadership traits within mid-career professionals of both private and public sectors through post-graduate professional education and higher-level training.
- iii. To initiate, support and promote reform, rejuvenation and restructuring of policy formulation and implementation set-ups and policy lab experiments.
- iv. To accord insightful and evidence-based policy inputs through cutting-edge research and collaborative supports to the policy-makers of home and abroad.

- v. To maintain informative, authentic quantitative and qualitative database on important national policy issues.

Considering the broader goals outlined above, relevant current and future context, we can write the Vision and Mission of BIGM as follows:

Vision - BIGM aims to become a premium knowledge hub by adding value in teaching, training and research on policy, governance, and development to serve the interest of the country and its people.

Mission - The Institute intends to enhance the capacity of the executives of both public and private sectors by:

- i. Strengthening/enhancing their knowledge, skills, insights and positive attitude;
- ii. Promoting their professionalism and enhancing critical thinking capabilities;
- iii. Inculcating in them commitment and strategic policy leadership;
- iv. Providing post-graduate level professional education, cutting-edge research, and higher-level training.

4.0 Core Strategic Values

As the objectives, goals, Mission, Vision and greater welfare goal of BIGM are distinct; there is a need to follow some themes in overall activities of the institute. Considering the global scenario of executive education, the needs of the country, and the trend of the time, BIGM should follow the aspects outlined below as the essence of its entire core and derived functions:

a. Providing research-based and professional academic and training programs:

All the academic programs of the institute will be professional and market need-based. At the same time, the programs will build skills in the students to generate research-backed policy inputs that is necessary for the ongoing landscape.

b. Dynamic training programs:

BIGM will offer dynamic training programs that cater to the needs of a changing world. The trainings will be imparted in such a way that trainees can utilize and apply the learnings in the best possible manner. As the world is changing very fast in terms of technology, programs will be designed likewise, to keep BIGM relevant in years to come.

c. Interactive lessons and training for faculties and providing them with all sorts of enabling environment

The faculties of BIGM will receive the best possible training and an interactive environment to develop their knowledge and skills. They will be provided with opportunities that help them reach their full potential.

d. Adopt digital facilities to facilitate education and training

To reap the utmost benefits of Information Technology and streamline the knowledge delivery process, the learning, research and other academic discourses in BIGM should be digitally accessible and be supported by virtual learning platform. Therefore, the mode of lectures, learning materials, readings, assessment process, feedback formulation and other nodes of pedagogy, should, move towards the best possible digital facilities.

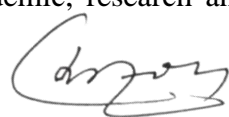
e. BIGM is a `not for profit` academic entity

The establishment of BIGM was a privately pioneered initiative; however, its operation has been comprehensively and continuously supported by the public exchequer. Furthermore, the initiative has a goal to attain greater social welfare stipulated in the `Deed of Trust`. Therefore, fundamentally, all of the activities should be run on a `not for profit` motive. Its education, lectures, case studies and other academic, research productions and discourses and intellectual and professional services should not be disseminated for profit.

f. Interference-free academic atmosphere

Within the oversight of the Government, the Institute shall continue to remain interference-free in the persuasion of its knowledge exercise and activities. That is, academic, research and other


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knowledge-led processes in BIGM should be interference-free, both internally and externally. It is also expected that the academic atmosphere in BIGM should be non-discriminatory and unbiased.

g. Create, develop and maintain a unique style in its activities and operations.

To be an outstanding organization, a unique approach in activities, operations and communication is essential. It is a key factor in creating a positive public perception, promote an image and being set in a prestigious status. Therefore, the formulation of a unique style in academic, research and communication need to be in place for both employees and students.

h. To abide by academic, research and data ethics

Maintenance of academic, research and data ethics through well-formulated policies is a core requirement to be an institution with strong values. Digital communication and institutional management produce vast number of different types of data and information that require policy-based maintenance often securing consent from users. Hence, there is a need to abide by academic, research and data ethics in the activities of BIGM. Abidance to these will increase the institutional reliability of the Institute.

i. To stay organizationally slim but efficient

BIGM as an organization will stay compact but ensure the highest efficiency in its operations. It should remain committed to delivering high-quality outputs through a streamlined yet efficient operation. It aspires to be a lean yet agile organization that constantly evolves to meet the shifting demands of society and its different stakeholders. To achieve this, members will be trained to perform a range of tasks embodying team spirit so that the organization can stay lean with a compressed body of employees.

Overall, BIGM intends to thrive for the development and betterment of Bangladesh. The core motivation is to provide policy inputs. In its wake to providing policy, governance and development inputs, the institute will prepare its researchers and students so that they can play meaningful roles in building a happy, prosperous and strong Bangladesh.

5.0 Core Functions and Key Strategic Goals


Well-trained, inquisitive, and experienced public and private sector executives are needed to direct the ongoing developmental efforts of the country toward the right direction. In this context, Bangladesh Institute of Governance and Management (BIGM) will institutionalize its capacity to respond to the need of knowledge, research, training and network to equip public and private sector executives. By delivering research-based education and training to the public and private sector leadership, the Institute may contribute immensely to the current development process of Bangladesh. This potentiality lies in the three core functions of BIGM:

a. Academic

b. Training

c. Research


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In addition, BIGM will also carry out the following ancillary functions:

- a. **Consultancy (intellectual and professional services)**
- b. **Collaboration and Networking**
- c. **Knowledge Management**

5.1 Academic

Strategic Goal: To provide real-life learning by adding value to learning following a unique institutional style and becoming a premium knowledge hub

BIGM runs Graduate programs, Master of Public Affairs (MPA), affiliated with the University of Dhaka, in three distinct disciplines of Governance and Public Policy (GPP), International Economic Relations (IER) and Human Resource Management (HRM). Government and private sectors executives are the majority of the participants of these courses. The Institute has recently introduced three new Master Programs; Procurement and Supply Chain Management, Project Management, and Public-Private Financial Management. An effective revamp of the academic activities will be pursued to create a solid brand image of the Institute.

At this context, it is highly expedient to take following initiatives:

Short term

Short-term goals refer to goals that are to be achieved in one-year or less, mid-term goals - three to five years, and long-term goals – five to ten years or more.

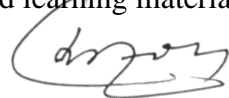
1. Mentoring and monitoring admitted students

To facilitate the overall learning ambience in BIGM, the institute will accord mentorship to students. Pursuing an academic course along with a full-time employment commitment becomes challenging for many students. Furthermore, understanding the contents of a course often requires prior clarification of many prerequisite concepts. Again, motivation and monitoring of progress tends to guide students to remain on track. Considering all the relevant points, the Institute will assign a few personnel working at BIGM to provide mentorship, motivation and monitoring assistance to the students.

2. To enhance quality of lecture and learning materials

Resourceful and knowledge intensive learning materials are essential for a quality academic program. Generally, a course lecturer decides contents and sequences of the lectures. In addition, institutional monitoring can be arranged to promote depth of academic discourses by deputing alternative lecturers in important sessions. The presence of faculty/researchers of BIGM may also have a positive influence in enhancing the quality of lecture sessions and learning materials.


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3. To arrange moderation of the question paper

Currently, examinations in BIGM are held mostly on un-moderated question papers. This has created the scope of repeated appearance of questions semester after semester. Hence, there is a need of a process of moderation put in place soon.

Medium Term

1. Teacher recruitment

Teaching public affairs alongside developmental issues on the basis of practical experience and theoretical underpinnings is a core theme of BIGM. Henceforth, BIGM should try to:

- i. **Prepare a panel of potential adjunct faculties:** Most of the academic sessions of BIGM are run by adjunct faculties who are generally prominent experts in their respective sector. However, their availability are not always ensured for many reasons. To overcome that risk, there should be a list of potential adjunct faculties from where alternative experts can be easily chosen.
- ii. **Recruit teachers through `headhunt` recruitment Process:** The courses taught at BIGM are mostly specialized. The prominent experts in respective fields who can run academic sessions on these specialized courses are not found very common. Furthermore, students and trainees of BIGM are mostly meritorious professionals and they enroll in this institute to listen from someone who are `laureates` in their respective sectors. Therefore, to get a desirable expert candidate, it is expedient to follow `headhunt` recruitment process. That is, a shortlist will be prepared and candidates will be approached as per their suitability.
- iii. **To negotiate with affiliating authority regarding the recruitment process:** As an affiliated Institute, BIGM is required to follow the recruitment regulations of the affiliated body regarding teacher recruitment. However, due to the regulatory requirements provided by the affiliated body, the recruitment of highly qualified teachers and the core objective of BIGM to provide expert educators may become difficult. It indicates the necessity to negotiate with the affiliated body.

2. To selectively admit students who possess the qualities and talents needed

BIGM should concentrate more on quality expansion rather than quantity. Therefore, a rigorous admission test/examination can be followed to admit a limited number of more intellectually capable students from the pool of initially qualified students. In this way, an intensive focus on each student will be possible, thereby improving the overall quality of academic function.

3. To Brand the Master's degrees of the Institute as a research degree

- i. At present 'Term Paper' is submitted at the end of the last semester of the Master's Program. Instead of 'Term Paper' an intensively supervised 'dissertation/thesis' paper submission might be introduced.
- ii. 'Research Methodology' should be taught in the first semester in all of the Master's Programs and students will submit their research proposals in the first semester.
- iii. A student will submit a substantively accomplished research draft in the 2nd semester. It will carry weightage of one course.
- iv. A student will finalize his paper and make presentations on it in the 3rd semester. It will carry weightage of one course.
- v. The term paper of a student should be properly guided by either an in-house BIGM expert or an external specialist.
- vi. Furthermore, a detailed policy regarding term paper or dissertation submission should be outlined as early as possible.
- vii. To introduce MPhil and PhD, some foreign universities may be considered alongside the University of Dhaka.

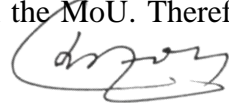
With the change of time, societal needs are changing. Keeping pace with that, new masters' programs within manageable limit might be designed and placed for approval.

Long term:

1. To arrange a tri-party agreement with the University of Dhaka, Ministry of Public Administration and BIGM

- i. BIGM is a distinctive academic Institute in perspective of many contexts. Though it provides Master of Public Affairs (MPA) degrees under the University of Dhaka, its management, funding process, activities and broad objectives and overall commitment are prominently sui generis in essence. Along with academic activities, it also runs evidence-based research on public policy area which are exigent for national development and also conducts training in the core areas of capacity building of public and private leadership. Furthermore, it is closely engaged with different ministries of the Government, Inter-governmental organizations (IGO) and renowned epistemological and professional bodies. Henceforth, 'one size fits all' regulation is not suitable for its future growth.
- ii. The very distinct nature of BIGM deserves specialized regulations for it. Again, as the fund provider of BIGM, Ministry of Public Administration also has some expectation from BIGM. Already, a Memorandum of Understanding (MoU), approved by the top tier of the government, has been signed between MoPA and BIGM. It is an earnest obligation of both parties to come forward to fulfill the expectations stipulated in the MoU. Therefore, the


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University of Dhaka and the MoPA should be approached by explaining the situation and desired draft should be submitted for negotiation.

2. To establish high-quality digitally accessible platform and supportive learning materials

Digitally accessible learning materials are of quintessential importance to learning at present. Along with classroom sessions, peer to peer learning facilitation and teacher-student correspondence, digital learning materials should be developed as early as possible. High quality lecture videos, graphical case studies, web-based assessment process and other widely used education solutions have to be optimally utilized to make learning experience in BIGM convenient and digital. In addition to that, total course structure, including class routine, assessment process and other stages of learning have to be designed in such a manner that it can be utilized by virtual learning platforms.

3. To introduce PhD programs under the University of Dhaka

- i. Many government officials are interested to obtain a PhD degree from a reputed university. However, requirement of taking leave from the office often hinders this desire. As completion of a Master program is possible in this institute without taking any leave from office, so completion of the 'course work' part of the research degree will also be possible in this institute in the same manner. After that, if considerable time flexibility for thesis submission is accorded to the students, then completion of a PhD thesis will also be possible.
- ii. In the same manner, professional students can be enrolled in MPhil programs also. If an MPhil work is completed satisfactorily and recommended by the respective supervisor for the elevation to PhD, then the thesis submission for PhD will also be possible.
- iii. The University of Dhaka and (if needed) the University Grants Commission (UGC) should be approached and communicated.

4. To become an eminent school for public administration

BIGM aims to cultivate a dynamic and inclusive learning environment that empowers leaders in the domain of public affairs. It strives to be the premier destination for innovative education and research on public policy, fostering a community of scholars dedicated to advancing this field and improving the lives of citizens. To achieve this, BIGM will provide a comprehensive and rigorous education to the next generation of leaders and equip them with the knowledge, skills and values necessary to cope up in a world of 4IR.

In light of the broader strategic goals relating to education and academics, a proper action plan with necessary Key Performance Indicators and timeline has been provided.

Table 3: Action Plans to Achieve Broader Academic Objectives

Action Plans	Key Performance Indicator	Timeline
1. To mentor and supervise admitted students	i. Providing Motivation and monitoring support ii. Assigning mentoring personnel for assisting students	Short term
2. To enhance the quality of lecture and learning materials	i. Providing knowledge-intensive learning materials ii. Providing alternative lecturer iii. Assigning BIGM employees for enhancing the quality of materials and lecture sessions.	Short term
3. To arrange moderation of the question paper	i. Following the regulations of Dhaka university ii. Moderating question papers	Short term
4. To recruit expert faculty	i. Preparation of a list of potential adjunct faculties ii. Recruitment of experts as regular faculties iii. Negotiating the recruitment process with the affiliating authority	Medium-term
5. To admit a strictly limited number of scholarship students	i. Number of students admitted through ensuring a quality entrance examination	Medium-term
6. To brand the Master degrees of the institutes as a professional and research degree	i. Number of term papers along with thesis/dissertation submitted in each batch ii. Introducing the ‘Research Methodology’ course in the first year iii. Submission of a quality research draft in the second semester and presenting the final draft in the third semester guided by supervisors iv. Introducing statistical tools in the MPA program v. Introducing MPhil, PhD degrees and overseas collaboration along with new courses in the MPA program	Medium-term
7. To arrange a tri-partite agreement with the University of Dhaka, Ministry of Public Administration, and BIGM	i. Forming a tripartite agreement between MoPA, DU, and BIGM ii. Acknowledgement as a government-sponsored specialized institute	Long term
8. To establish high quality digitally accessible platform	i. Establishing a virtual learning platform with quality support materials	Long term

Action Plans	Key Performance Indicator	Timeline
and supportive learning materials.		
9. To introduce PhD Program under the University of Dhaka	i. Introducing PhD program under DU	Long term
10. To become an eminent school for public administration	i. Providing a comprehensive and rigorous professional education to the next generation of administrative and private sector leaders ii. Conducting cutting-edge research on public policy iii. Designing well-assessed training programs not offered by any other institutions of the country iv. Catering to the needs of both private and public sector and maximizing the synergy	Long term

5.2 Training

Strategic Goal: To develop and provide higher level training programs to young and mid-career professionals on assessed training needs not catered by other institutions


Along with academic and research activities, training courses are a flagship activity of BIGM. The subject matter of the courses, background of the participants and specialties of resource persons involved in trainings in BIGM are widely diverse. As training activities in BIGM are gaining prominence, recognition and accolades in both public and private sectors, there is a need to maintain a uniform standard to uphold the consistency of quality and procedure of the trainings offered. BIGM will provide training that is not provided by other institutes, and plan to offer training courses on (a) core management as well as on (b) data science to create the right kind of HR to wade through the challenges of 4IR. Henceforth, the following strategic options might be followed:

Short term

1. To train up the in-house trainers

Members of the BIGM family actively participate in different training programs. Along with conducting sessions, in house personnel are diligently involved in training management, facility and support work and different learning facilitative events. In the whole process, in-house faculty will develop skill in class management, student engagement, immersive learning, student belonging, scaffolding, cultural pedagogy and so on. In this context, it would be greatly beneficial to arrange `briefing session` or `study circle` on different topic of training management for the members of BIGM. Regular arrangement of this sort of skill management sessions will enhance capabilities of BIGM in conducting different types of trainings.


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2. To make a training calendar

If a training calendar is published with probable schedule of different trainings, then potential participants will be able to make plan regarding participation in the desired training. It will also strengthen the training arrangement procedure, because training management will get enough time for preparation.

3. To update the list of trainers

The institute may maintain and update the list of trainers on different topics of different training courses. The member of BIGM responsible for a specific training course should collect the contact details of resource persons of different specialties and list them for sessions after having due approval.

4. Utilization of digital learning materials

Although physical presence is highly preferred in training sessions of BIGM, the provision of virtual presence in the sessions and online delivery of lectures should be maintained. Furthermore, some basic analytical lectures need to be recorded so that learners can master complex ideas and concepts with repeated views. In addition to that, the plagiarism checking process, the web-based assessment process, and the digital simulation of case studies may be adopted to make the training courses more effective and solution-oriented.

Medium-Term

1. To operationalize the standard operating procedure (SOP) for training activities gradually

A standard operating procedure (SoP) for training activities has been commissioned recently. However, it is not being fully followed in the training activities. It is true that compliance of the SoP is not maintainable instantly but should be followed gradually. It is widely expected that compliance of the SoP in the training activities will promote the quality and will strengthen training capabilities of BIGM.

2. Training program on the issues of urgent interest should be arranged

Training program on the issues of urgent public policy interest, i.e., Public Procurement, Project Management, Supply Chain Management, Health Care Administration might be started. Furthermore, executives of private sector also require knowledge in these topics. Therefore, training courses in these topics will be made viable.

Long term

Building up collaboration and network among different training providing institutes of Bangladesh

BIGM should build network and collaboration with Bangladesh Public Administration Training Centre (BPATC), National Institute of Local Government (NILG), Bangladesh Foreign Trade Institute (BFTI), BCS Administration Academy, Foreign Service Academy, BCS TAX Academy,


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BIAM foundation and similar other institutes in Bangladesh. Building up collaboration and networking with these institutes will expand the pool of resource person of BIGM and strengthen its institutional capability in arranging different types of large-scale training programs, and would mutually benefit these institutes.

In order to achieve the broader objectives for training a strategic plan has been outlined in the following table.

Table 4: Action Plans to Achieve Broader Training Objectives

Action Plans	Key Performance Indicator	Time line
1. To train up the in-house trainers	i. Arrangement of `briefing sessions` or `study circles` on different topics of training management for the members of BIGM ii. Regular briefing sessions	Short term
2. To make a training calendar and publish it	i. Development of a training calendar including all the training details ii. Publishing the updated training calendar	Short term
3. To update the list of trainers	i. Collection of the contact details of resource persons of different specialties responsible for specific training courses ii. Assigning the trainers for sessions after having due approval	Short term
4. To utilize digital learning materials	i. The provision of virtual presence in the session hall and online delivery of lectures ii. Recording essential lectures so that learners can master complex ideas and concepts through repeated views iii. Adoption of a plagiarism-checking system, a web-based process, and a digital simulation of case studies to make training courses more effective and solution-oriented	Short term
5. To operationalize the Standard Operating Procedure (SOP) for training activities gradually	i. Gradually following the SOP ii. Monitoring the implementation of SoP and creation of a feedback loop	Medium-term
6. Training program on the issues of urgent interest	i. Introduction of programs of urgent public policy interest, i.e. Public Procurement, Project Management, Supply Chain Management, and Health Care Administration	Medium-term

Action Plans	Key Performance Indicator	Time line
7. Preparation of a training plan	i. Creation of a Training Plan document	Medium-term
8. Building up collaboration and network among different training providing institutes of Bangladesh	<p>i. Building network and collaboration with Bangladesh Public Administration Training Centre (BPATC), National Institute of Local Government (NILG), Bangladesh Foreign Trade Institute (BFTI), BCS Administration Academy, Foreign Service Academy, BCS TAX Academy, BIAM Foundation and similar other institutes in Bangladesh</p> <p>ii. Expanding the pool of resources person of BIGM and strengthening its institutional capacity in arranging different types of large-scale training programs</p>	Long term

5.3 Research

Strategic Goal: To accomplish evidence-based creative research of international standard; and to support innovative as well as practical policy and academic learning and to disseminate knowledge.

Prioritizing interdisciplinary research should be the core strategy of BIGM to brand itself as a prestigious hub of knowledge and intellectuality. If research is emphasized as one of the core activities, then academic courses run by the institute will also have chance to be distinctive in their arena.

Even the training programs will also have the scope to be enriched with applied knowledge. To successfully navigate through the era of The Fourth Industrial Revolution (4IR) and the associated policy challenges BIGM needs to specialize in cutting-edge policy research. BIGM will strive to follow interdisciplinary and multidisciplinary forms of research and public policy making. Henceforth, it is the most expedient strategy for BIGM to brand and promote itself as a research establishment to foster the intellectual resource for the public and private sector of Bangladesh.

To attain the position of a prestigious research entity, the following measures might be a group of choices.

Short-term

1. Assign research topic for students of first semester of MPA course with mentoring from research wing

Potential students of newly admitted batch in the Master programs who wish to do research should be identified. These students will prepare to submit their dissertations at the last semester and they will receive mentor support from the research wing. It should not mean that, any student who wishes to pursue research at the later semester, would not be allowed to do that. It is an effort to build up a research mindset within the potential students and to prepare them for a quality delivery at the end of the course. Additionally, quantitative analysis-based courses using STATA, R, and Python can be introduced to equip research in the MPA program. This will greatly upgrade the quality of the term papers and dissertation of the students.

2. Subscribing to globally renowned journal databases

There is limited availability of high-quality databases without substantive cost. Therefore, the subscription to a paid database is essential. To create a contemporary research wing, the ability to utilize cutting-edge research techniques and access to new and updated datasets are essential.

3. Formulation and updating of some key documents

To institutionalize research in BIGM, some key documents, like publication guidelines and research guidelines are essential. A well-formulated research ethics guideline may streamline research activities more effectively and may catalyze research work by providing relevant decorum. Furthermore, a publication guideline may make the knowledge dissemination process


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more professional. In this connection, a number of guidelines have already formulated. They need to be approved, implemented and updated continuously. It also needs to be delineated which wing(s) will be in charge of implementing and updating specific policies.

4. To equip research-led activities with updated software and hardware support

Both quantitative and qualitative software support, i.e., STATA, EViews, MATLAB, Nvivo, ATLAS.ti, and other relevant program software that expedites collaboration such as Microsoft 365, should be extended to the researchers generously.

5. Introduction of an institutional review board (IRB)

The proposed review committee in research policy should be institutionalized for ensuring the quality of the undertaken research by BIGM researchers.

6. Requirement of primary data preservation strategy

A data preservation strategy is required to store collected primary data in the primary research projects conducted by BIGM researchers as well as for upcoming primary studies.

7. Data preservation strategy for training, ReForm, and others

There should be a strategy for preserving data, class materials, and information of the participants in various training courses. Important links and books shared in ReForm should also be preserved. ReForm is an open virtual research platform to spark a new beginning and a sister concern of BIGM.

Medium-term


1. Comprehensive evidence-based research on Bangladesh and policy suggestion

Bangladesh has graduated to a lower-middle-income country in 2015 and envisions becoming a developed country by 2041. In its way to achieve this vision, Bangladesh needs policy suggestions and requires action plans grounded on evidence-based research to overcome middle-income trap. BIGM may take this initiative to conduct evidence-based research that will assimilate the strategic direction of 4IR by using cutting-edge research tools and techniques, big data analysis, and other updated mechanisms. Such action will identify the challenges and suggest a way forward for Bangladesh in realizing its goal of becoming a developed country. BIGM, a foresighted research institute, focuses on public administration, development administration, and policy. It will also provide consultancy services to meet the need of future executives and public and private sectors and ensure authentic use of data by maintaining the ethics/privacy/integrity of data in all respect.

2. To continue publishing the peer-reviewed journal

A peer-reviewed journal named “BIGM Journal of Policy Analysis” is being published from the Institute. It will catalyze the research activity comprehensively. It will also create links and a network for our researchers with other researchers and scholarly personalities.


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3. To publish yearly top quality `term papers` and `dissertations` accomplished by students

Yearly publication of top quality `term papers` and `dissertations` from the institute will add momentum to the ongoing research activities of BIGM. Regular publication of academic and research exercises will create wide and diversified connection of students as an aspiring researcher with scholars and scholarly events. Along with the widening of the publication scope of students, it may project the strength of research and knowledge-quest of BIGM.

4. To register freelance researchers as `Adjunct Researcher` of the institute

- i. BIGM may enlist a pool of researchers from private and public sectors as `Adjunct researcher`. This group of researchers will collaborate with the regular researchers of BIGM and may take part in the different stages of the on-going research activities. It will expand the range of the research area of BIGM.
- ii. It will create a pool of researchers to support BIGM when required.
- iii. In this order to select `Adjunct Researchers`, BIGM may advertise this opportunity through suitable platforms. Then potential researchers will apply with research proposal, following that a few selected research proposals (not more than five initially) will receive guidance, motivation, and publication support from the senior researchers of BIGM. In this process, enlistment of potential persons with genuine research skill will be possible as adjunct researcher at BIGM.

5. Designing and providing updated and advance training to the students, researchers and practitioners

BIGM will provide training that is not provided by other institutes and equip the participants with cutting-edge tools and technology for quantitative analysis, data management, and data science. Research team is also planning to provide a diploma course on advanced mathematical modeling.

6. Collaborate with globally renowned research institutes and Bangladeshi origin researchers to take part in globally scaled research project

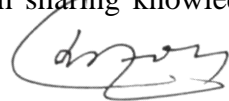
- i. Bangladeshi researchers residing abroad or researchers interested about Bangladesh as well as potential institutes and academic hubs should be identified and communicated. A rapport based on common interest and topic should be built up. Then an initiative should be taken on suitable time for a collaborative research project.
- ii. Collaborative research initiatives can be taken by communication and correspondence with Bangladeshi origin researchers working in different research and academic institutes.

Long term

1. Strengthening research/innovation/creation/technology through ReForm

ReForm is an open virtual research platform to spark a new beginning and a sister concern of BIGM. ReForm aims to give Bangladesh a new scholarly face that the world values by bringing researchers (Bangladeshi or working on Bangladesh) together through sharing knowledge. By


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strengthening research, ReForm will enhance productivity and growth through technological advancement and innovation in Bangladesh. ReForm will form and develop an international standard research “platform” with Bangladeshi/international (interested in Bangladesh) scholars and researchers at its center, and bring together Bangladeshi computational scientists/researchers from all around the world. To promote integrative research such as interdisciplinary and multidisciplinary research, ReForm will establish groups/subgroups of different research disciplines and domains (e.g. Public Policy, Economics, Biology, Physics, Healthcare Informatics, Mathematics, applied sciences, etc.), within the platform.

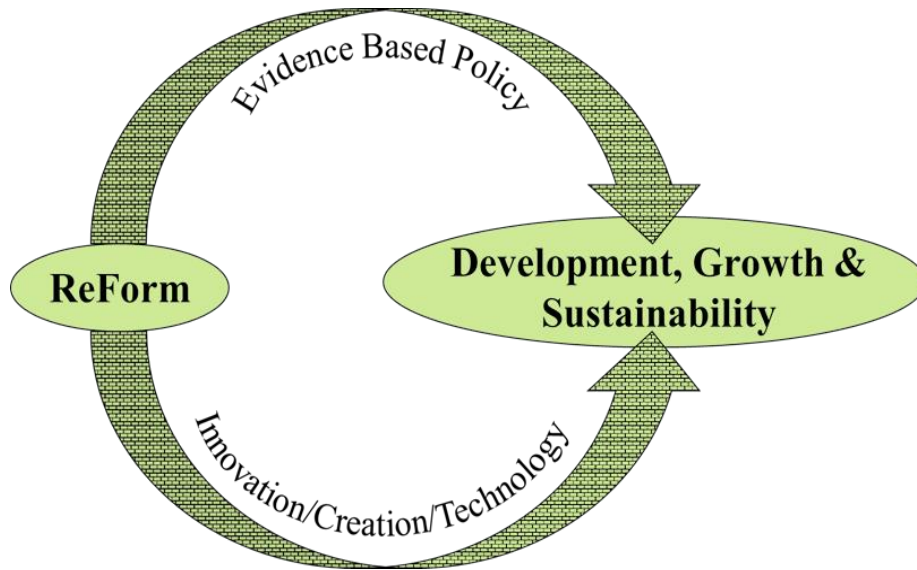


Figure 3: Work Strategy of ReForm

2. To arrange research led conference in BIGM to promote the Institute as a knowledge hub

The Institute may take plan to arrange an annual public administration, development administration and policy focused conference where scholars, practitioners and academicians will be invited to present their ideas, innovations, and thoughts.

3. A provision of researchers/faculties for higher studies is required

BIGM may encourage their researchers and faculties for higher studies to promote future development and knowledge enhancement.

Achieving these broad goals for research will be difficult and require multiple strategies and integrated target ranging beyond the scope of simple office research and secondary work. The plans and indicators with corresponding timelines have been outlined below;

Table 5: Action Plans to Achieve Broader Research Objectives

Action Plans	Key Performance Indicator	Timeline
1. Assigning research topics to MPA students of the first semester to provide mentoring support from the research wing	i. Selection of potential students with a research enthusiasm ii. Number of submitted dissertations in the last semester	Short term
2. Subscribing to globally renowned journals and databases	i. Subscription to international journals ii. Subscription of necessary databases	Short term
3. Formulation of some key documents	i. Publication guideline ii. Research policy iii. Ethical guidelines of research	Short term
4. Equipping research-led activities with updated software and hardware support	i. Purchase of quantitative and qualitative software ii. Providing hardware support	Short term
5. Introduction of an institutional review board (IRB)	i. An active review committee	Short term
6. Requirement of primary data preservation strategy	i. Purchasing data storage ii. Preservation of primary data in single storage for future need	Short term
7. Comprehensive evidence-based research on to provide policy inputs	i. Number of policy papers and research articles in relevant fields	Medium-term
8. Promotion of integrative research such as interdisciplinary and interdisciplinary research	i. Adoption of an interdisciplinary research methodology ii. Number of policy and research papers/articles in relevant fields	Medium-and Long-term
9. Publishing the peer-reviewed journal	i. Journal publication (annual in the short and medium-term) and bi-annual in the long term	Medium-term
10. Supporting students publish good quality term papers and dissertations annually	i. Number of term papers and dissertation publications annually by the students	Medium-term
11. Enlisting freelance researchers as 'Adjunct Researcher' of the institute	i. Number and qualification of adjunct researchers ii. Number of collaborative research works iii. Number of publications	Medium-term
12. Designing and providing updated and advanced training to the students, researchers, and practitioners	i. Number of training provided in each fiscal year	Medium-term

Action Plans	Key Performance Indicator	Timeline
	ii. Number of trainees who successfully completed training	
13. Collaboration with globally renowned research institutes and Bangladeshi researchers to take part in global-scale research projects	i. Research collaboration and increased networking with national and international researchers of various research organizations	Medium-term
14. Strengthening research/innovation/creation/technology through ReForm	i. Generate knowledge and advance technological suggestions towards achieving the 2041 vision of Bangladesh ii. Suggest/propose informed and evidence-based policy to the Government.	Long term
15. Arranging a research-led conference for promoting the institute as a research hub.	i. Number of research focused conferences annually	Long term
16. Provision of researchers/faculties for higher studies is required	i. Number of researchers and faculties pursuing higher studies	Long term
17. Developing and capacity building of researchers	i. Number of Publication and scholarly output by every researcher	Short, Medium and Long term

Furthermore, the institution will build and train researchers so that they can carry out high-quality and cutting-edge research and contribute to the research portfolio of the institution and their respective fields.

6.0 Process and Derived Functions

6.1 Consultancy

Strategic Goal: To disseminate knowledge and providing evidence-based policy inputs to the policy makers and opinion leaders, and to provide intellectual and professional services to cater to the needs of public and private sectors and others.

The Joint meeting of the Board of Trustees and Governing Body has approved the consultancy opportunity for BIGM on the 33rd Joint meeting held on 26 December 2016. Members of the BIGM family may take part in the consultancy activities by making a certain percentage of the net fee contributed to the Institute. This opportunity has not been harnessed yet. However, proper precautions need to be taken to avoid a possible moral hazard that might creep in as consultancy opportunities will be made available. BIGM has been having a 'Matrix' nature of institutional arrangement of teaching, education, research, training, knowledge management, IT, and database management. Therefore, this institutional architecture of BIGM is conducive to draw necessary expertise from different Wings of the Institute for conducting interdisciplinary research and studies and producing consultancy services. In this respect, the strategy will be: expert officials will be drawn from different Wings of BIGM and experts from open market or from a pool of independent experts enlisted will be taken as and when required to form a formidable team for integrative research, studies, and consultancy services. With proper safeguards in place, consultancy opportunities may be harnessed in BIGM for the following (but not limited to) purposes:

- a. To utilize the knowledge and wisdom accomplished by the BIGM in real life policy sector.
- b. To assist public and private sectors in performing their job which require substantial consultancy support.
- c. To avail the opportunity of research, knowledge assimilation and intuitional visibility.
- d. To promote a positive scholarly image of the Institute
- e. To widen the research, so to say integrated research, and academic exposure of BIGM at the International level.


To achieve these objectives, BIGM should resort to the following actions:

Short term

1. To specify areas of work

As a sector, consultancy is becoming gradually larger in Bangladesh; so, it would be more succinct if some areas of interest is identified and researched. If sectors are identified, then the nature of the job available in this specific sector should be researched and learned. Furthermore,


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involvement in the area of specialty will increase the quality of work done which in long term will increase the acceptability and reputation of the Institute.

2. To make an elaborate ‘Standard Operating Procedure’ (SOP) regarding consultancy works to be rendered by BIGM and its employees individually

Although the decision; approving the consultancy work of its employees have been taken by the authority, elaborate procedure has not been detailed. There is a need for specific guidelines regarding the type of work that might be addressed by BIGM and its employees. Furthermore, consultancy work requires dealing with several financial and administrative issues, so there should be clear rules regarding dividend distribution, cost management, team management, conflict of interest, liability management, ethical issues, application and approval procedure and so forth. So, there is a need for an SOP in this regard which should be prepared as early as possible.

Medium to Long term

1. To make a panel of specialists from different areas

There are some areas in the consultancy sector which may require assistance of specialists outside of BIGM. So, it would be very beneficial to make a panel of specialists in the desired area of consultancy.

2. Arrange a view exchange program with different government/private sector stakeholders

To get intensively involved with the knowledge requirement of different Government sector entities and private sector bodies, it is necessary to interact with them. So, meeting and view exchange program might be arranged periodically with the top executives/respective person of different bodies to get an idea of consultancy requirements. Furthermore, regular arrangement of such meetings will widen the network, reach and acquaintance of BIGM.

It is quite hard to separate consultancy work from research. Therefore, instead of creating a separate Consultancy Wing, the consultancy function needs to be embedded within the Research Wing drawing on resources both from research and academic wing and other wings if necessary. A Consultancy wing may be established as a cross-cutting derived function within the Research Wing, not as a dedicated wing.

Table 6: Action Plans to Achieve Broader Consultancy Objectives

Action Plans	Key Performance Indicator	Timeline
1. Identifying some areas of work	i. Exploring new fields and types of consultancy work that need to be addressed. ii. Arranging liaisons with the concerned responsible Institution or the responsible person.	Short term

Action Plans	Key Performance Indicator	Timeline
2. Creation of elaborate 'Standard Operating Procedure (SOP)'	i. Pinpointing the work that needs to be done. ii. Preparing appropriate directives regarding the type of consultancy work. iii. Formulation of detailed work distribution plans for each person engaged in the consultancy works.	Short to Medium-term
3. Making a panel of specialists from different areas	i. Arranging sector specialists or a panel of experts for specific consultancy work ii. Preservation of the contact details of the resource persons after getting the appropriate consent from them.	Medium to Long term
4. Arranging view exchange program with different stakeholders	i. Regular view exchange program with senior executives from both public and private sectors to get an idea about their consultancy needs. ii. Updating the list of consultancy services semi-annually or annually after meeting with the senior officials.	Medium to Long term
5. Embedding consultancy function within the Research Wing drawing on resources both from research and academic wing and other wing if necessary.	i. Establishing a branch within the Research Wing depending on the consultancy work to be performed	Medium to Long term
6. Preparation of a Business Development Plan for consultancy	i. A Business Development Plan document	Medium to Long term

6.2 Knowledge Management

Strategic Goal: To support the accessibility and management of evidence-based authentic knowledge, and aid convenient learning.

To enhance the quality of research, academic pedagogy and to make scholarly discourses resourceful, BIGM may gradually put earnest attention to knowledge management. In this initiative, primarily, academic writing, creations, discoveries, and doctrines innovated or assimilated by the BIGM family will be managed for future reference and further knowledge creation. In future, it may flourish as full-fledged 'Knowledge Management'- by encompassing other higher-level aspects and will be an abundant source of knowledge, reference, and evidence.

Primarily Knowledge Management function may have the following objectives (including, but not limited to):

- a. Resourceful knowledge management will increase the relevance of BIGM for networking and collaboration with other entities.
- b. Storage and upkeep of knowledge materials with a scientific approach.
- c. To facilitate the mutual and simultaneous use of quality knowledge and reference materials among individuals and institutions.
- d. To recognize rigorous and innovative knowledge-led endeavors and attribute proper credit, citation, nomenclature, and reward thereafter/on.
- e. To be a member, or partner of different knowledge creation and exercise events.

To accomplish knowledge management activities the following initiatives might be taken:

Short term

1. Preserving Photographs and Videos

Many eminent personalities and laureates now conduct sessions in BIGM for training and academic purpose. Many insightful and rare issues and knowledge are discussed. Preservation of notes, photographs, and videos of these moments might be a good source of future reference. So, the systematic preservation of notes, photographs, and videos should begin.

2. Preserving different types of mementos and souvenirs received by the Institution.

BIGM receives different types of mementos and souvenirs from many institutions. Furthermore, BIGM also publishes souvenirs on many occasions. Preservation of these mementos and souvenirs will contribute as a reference in the future for referencing the history of BIGM and relevant period. Therefore, it is necessary to start the preservation process of these items systemically from now and onwards.

Medium to long term

1. Transforming the present library to a digitally accessible e-library

Although BIGM library is a relatively new one set up, still it has very vast collections of books and other similar publications. However, collections of libraries at present are available only in hard copy format. If it can be gradually converted into a digital storehouse of knowledge, its relevance and convenience will increase. Hence, efficient steps should be taken to convert the existing library to a digital one.

2. To construct a database containing especially macro-economic data of Bangladesh and other globally important countries and issues

Preservation of data of the current time by making a database of economic and public policy will strengthen the research and academic endeavors of BIGM substantially. As most of the research of BIGM is focused on macroeconomics and public policy, so preservation of data related to economics, finance, and other related sectors will be convenient for BIGM to make a database.

This database while easily accessible to the members of BIGM some will also be available to the general public in order to ensure collaboration. The action plan and tactics required to achieve this objective with the key performance indicators and timeline are given below.

Table 7: Action Plans to Achieve Broader Knowledge Management Objectives

Action Plans	Key Performance Indicator	Timeline
1. Preserving photographs and videos	i. Maintaining a structural process with events and date ii. Maintenance of a cloud-based storage	Short term
2. Preserving different types of mementos and souvenirs received by the Institution.	i. Management of mementos and maintenance of records by managerial service wing ii. Maintenance of register by the librarian(s)	Short term
3. Transforming the present library to a digitally accessible e-library.	i. Creation of metadata and formulation of a plan ii. Maintenance of the system iii. Managing an FTP server for data storage iv. Introduction of Online Public Access Catalog (OPAC)	Medium to Long term
4. To construct a database containing especially macro-economic data of Bangladesh and other globally essential countries and issues.	i. Creation of BIGM Institutional Repository ii. Increasing institutional linkage iii. Signing MoU with other institutes iv. Database subscription for global data v. Ethics, privacy, and integrity policy	Medium to Long term

6.3 Networking and Collaboration

Strategic Goal: To strengthen overall institutional capability to accomplish knowledge creation.

A special focus on networking and collaboration will contribute into the quality improvement of research, academics, and training, consultancy and knowledge management activities of BIGM on many aspects. Networking and collaboration may also help in availing the latest knowledge and insight on any specific topic, increasing access to resources and specialties, and above all enriching the institutional capability of BIGM.

The 'Deed of Trust' of BIGM has also set 'developing partnership with National and International bodies, Institutions and Organizations' as an objective of the Institute. The deed also mandates fostering partnerships with different Civil Service Colleges of Commonwealth and Developed Countries, Institutes, Universities, Training Institutes, and Research Organizations.

The following themes might be regarded as objectives of BIGM during networking and collaboration:

- a. To widen the access to good quality academic and research resources and references.
- b. To accomplish the academic, research, and training and consultancy projects of larger scope.
- c. To secure assistance in arranging conferences, seminars, and other large-scale events.
- d. To be a partner of reputed regional and similar global institutes.
- e. To facilitate knowledge-intensive study tours and exposure visits.

Short term

1. To select the Institution and bodies for the networking and collaboration

Networking and collaboration should be based on mutual prosperity and viability. Although a wide number of institutions and bodies are available for networking, they differ in terms of prospect, area of interest, political and intellectual alignment, etc. So 'selection' of the Institution is a very important phase in pursuing this objective. Substantial research on the institutions and knowledge-led bodies will be conducted and a particularly selective list will be prepared before making any networking approach.

2. Communicating with nationally important Institutes

Well accepted national Institutes, such as, Bangladesh Public Administration Training Center (BPATC), National Defense College (NDC), Bangladesh Foreign Trade Institute, BCS Administration Academy, BCS Tax Academy, and BCS Foreign Service Academy might be communicated and invited to our BIGM campus for exchange of views on different issues.

3. Approaching globally recognized bodies


Some well-reputed and globally recognized Institutes, such as Civil Service College, United Kingdom, Administrative Staff College of India, GRIPS, Japan might be approached initially.

Medium-term

1. To be a partner of reputed regional and similar global institutes

Partnering with world-renowned institutes will strengthen BIGM's attention to the development of academic programs and research activities that are critical to institutional development.


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Long Term

1. To accomplish the academic research projects in a larger scope

To advance BIGM as a premium knowledge hub, the importance of research cannot be ignored. Research projects are powerful means of communication, collaboration, and development. Undertaking large-scale research projects will assist the Institution to step into a greater arena of knowledge.

2. To extend the good quality academic and training program

BIGM is already running several training programs in collaboration with the Ministry of Finance, Ministry of Public Administration, Social Science Research Council, etc. In addition to the existing training programs, BIGM may consider introducing a few other training courses like advanced mathematical modeling, training on big data, machine learning and specialized need-based training programs. These new training courses will expand the reach of BIGM at home and abroad delivering standardized knowledge.

Table 8: Action Plans to Achieve Broader Networking and Collaboration Objective

Action Plans	Key Performance Indicator	Timeline
1. Selecting suitable institutions for networking and collaboration	i. Selection of appropriate institutions for effective networking. ii. Selection of key persons from BIGM for effective networking and collaboration. ii. Detailed work plan for accelerating collaborative works.	Short term
2. Communicating with nationally important institutes	i. Maintenance of strong liaison with nationally important organizations. ii. Arranging seminars or view exchange programs to get an idea of different issues that need collaborative efforts.	Medium-term
3. Approaching globally recognized bodies.	i. Taking steps to maintain networking and collaboration with globally recognized bodies	Medium-term
4. Arrange conferences, seminars, and other large scale events	i. Numbers of conferences, seminars, and other large-scale events ii. Social, print and electronic media coverage	Medium-term

Action Plans	Key Performance Indicator	Timeline
5. To accomplish the academic research in a larger scope	i. Focus on research-based projects in the academic program should be increased. ii. Consulting relevant resource persons and BIGM officials in research projects.	Long term
6. To extend good quality academic and training program	i. Evaluating the existing academic course curriculum of BIGM compared with other international curricula and updating if required ii. Introducing new training courses in addition to the existing courses.	Long term

7.0 Organizational Capabilities

BIGM should build organizational capabilities to achieve the aforementioned directions. Two key capabilities are essential to implement any strategy, human resources and financial capital.

1. Human Resources

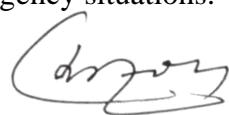
The human resources of BIGM comprises its employees, in-house and adjunct faculties, resource persons, advisers etc. BIGM already has an extensive pool of adjunct faculty and in-house expert. It needs to be strengthened and maintained. The pool of leadership, management and administrative personnel also needs to be strengthened.

As the academic activities of the Institution are multidisciplinary, the organisation has to depend on adjunct faculties. For this, expert faculty needs to be sought, who are academically capable and also hold commitment to the institute.

There is a high attrition rate of in-house human resources, which needs to be addressed. Critical issues with employee development should be resolved and retention techniques must be designed. The organization should aim to stay connected with faculty who left or are on study leave, for mutual benefit.

Some strategies have already been adopted to strengthen human resources. There is a culture of interactive learning at BIGM. In-house faculty can also avail the training opportunities imparted at the Institution. The faculty and staff of the organization are encouraged and trained to develop their data analysis and technological capacity. BIGM has also established an employee welfare fund. Employees of BIGM can apply to utilise this fund in case of emergency situations.


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2. Financial capital

The endowment fund of BIGM has increased in recent days. Already BIGM has signed Memorandum of Understanding (MoU) with several ministries and organizations. It is in the revenue budget and getting grant from the government. At this moment, the fund is sufficient to cover operational costs. There is expected to be no shortage in this tire.

However, continuous initiatives are needed to keep it increasing, to ensure future sustainability. Additional income from consultancy and training projects and institutional fees needs to be channelled to the endowment fund as well.

8.0 Implementation of the Strategies

Implementation is the process of turning strategic plans into action to achieve the desired goals. The success of BIGM will largely depend on its capacity to implement strategic action and execute key processes efficiently, effectively, and consistently. The implementation process can be challenging and will require strong leadership and commitment to the core management functions.

The implementation, responsible person (s), the timeline of implementation and instruments through which the implementation of these strategies shall be conducted are stated below.

Table 9: Execution and M&E Outline of the Strategic Actions

What (Strategic option) ³	Who (People in charge)	Guidance (Overall Supervision)	When (Indicative timeline)	How (Instruments)
Academic	Wing Chief	Director / Associate Director	<ul style="list-style-type: none"> Monthly Coordination Meeting Special Team meeting 	<ul style="list-style-type: none"> Wing-wise key goals under execution; Identified and presented by the Team before Director/Associate Director Goal-wise strategic plan, identifications of stakeholder Ensure result
Research	Wing Chief			
Admission, Examination and Result (AER)	Wing Chief			
Training	Wing Chief			
Managerial Services	Wing Chief			
Strategic Planning	Wing Chief			

³ To be identified from this strategic document on a priority basis

9.0 Monitoring, Evaluation and Communication

Monitoring and evaluation of the planned strategic activities presumably lead to the proper accomplishment of strategically important issues and goals. Monitoring and evaluation activities of strategic goals are a continuous process and must be consistent, consonant, and feasible. An online electronic monitoring system shall be used with oversight from the Monitoring and Evaluation Team consisting of the six wing chiefs and Associate Director of BIGM headed by the honorable Director. A member of the research team will remain as a member of the committee acting as a focal point. This committee will monitor and evaluate the progress of the implementation of strategic plans on a quarterly (or semi-annually) basis. Monitoring and evaluation will follow the key performance indicators developed by each of the wings. Corrective actions must be taken, if necessary, depending on the feedback of the Monitoring and Evaluation Team. Once the strategic goals and directions are approved by the board, BIGM faculty, researchers, staffs and employees should be communicated about their roles so that the set goals can be achieved.

Implementation, Monitoring & Evaluations shall be the same and its structure will be as follows:

Table 10: Implementation and M&E Team

1.	Director/MD of the Trust	Chair
2.	Associate Director	Vice-Chair
3.	Wing Chief, Academic	Member
4.	Wing Chief, Research	Member
5	Wing Chief, Admission, Examination and Result (AER)	Member
6	Wing Chief, Training	Member
7	Wing Chief, Managerial Services	Member
8	Wing Chief, Strategic Planning	Member
9	Assistant Professor/RA	Focal Point
10	Assistant IT Officer	Software Developer

The monitoring and evaluation team will revise, halt or may take any other step depending on the concurrent situation and experience achieved so far. Like any other strategy implementation process, these corrective measures are also continuous processes that are adjustable or reviewable according to reality and necessity.

Conclusion

The post-pandemic global scenario and growth challenges of Bangladesh warrants the need for pacesetter and insightful leadership skills among the public sector officials and private sector kingpins. At present, Bangladesh is graduating as a middle-income country and is expected to be a developed country within a couple of decades. However, Bangladesh may have to face the challenge of the middle-income trap in the future and a rigorous focus on knowledge-based human resources and leadership is extremely important to prepare for that eventuality. The upcoming growth trajectory of Bangladesh, potentially steered by public sector officials and private sector executives-entrepreneurs, has added immense relevance to the functions rendered by BIGM in the above context. Research activities of BIGM may contribute potently to the coaching and capacity-building process of growth trajectory.

As a culture of research has already been ingrained within BIGM's academic and organizational fabric, the scholarly practice accomplished here is strongly emphasized to be inquisitive, intensive, and innovative. This unique dimension might be immensely useful in building up future leaders of Bangladesh. Furthermore, the core theme of BIGM, to learn by research, may make BIGM a distinctive place in the socio-economic and Public Policy research arena and intelligentsia.

Along with research, academic and training activities also should be prioritized. In this step, forming a tripartite agreement among the Ministry of Public Administration, the University of Dhaka, and BIGM regarding respective issues would be a great leap forward in the rearing of a national growth catalyzing Institute. Apart from this, BIGM might have strategic collaboration with other ministries, divisions, organizations, and agencies on issues of policy, development and governance.

Furthermore, the incorporation of new topics in the course curricula of academic and training activities deserve earnest emphasis. In addition to that, the research, training, academic, and knowledge management activities should focus on the potential challenges of the middle-income trap. BIGM should also aim to contribute in navigating Bangladesh out of the fennel waves of the rough sea towards the shore of a poverty-free, happy and prosperous country.

The Institute is in a mode of expanding its outreach to collaborate and share its expertise, talents, and resources with different academies, institutes, universities, research centers, and think tanks working within the country and abroad. At this stage, prudent and optimal choice of multipronged strategies, actions, and options discussed in this paper may bolster BIGM to distinguish it as a well-reputed Institute of global standard.


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Objectives as Stated in the Deed of Trust

The Deed of Trust registered under the Trust Act of 1882 on 14.08.2006 was signed to promote higher education in social sciences including development economics, management, governance and other relevant subjects among members of the civil service, executives, both in the private and public sectors in Bangladesh. The principal aim and objectives of the Trust are to promote the following:

- i. Training the members of the Civil Service and others working in the public and private sectors into a dedicated group of people-oriented servants;
- ii. Helping develop the public service by providing relevant contents and services as well as conducting opportunities for training, learning and development;
- iii. Offering programs and services to the private sector including NGOs in addition to primary focus on the public service;
- iv. Arranging joint courses for the personnel in the public and private sectors to ensure mutual benefit by sharing best practices and knowledge and building a network of relationships;
- v. Helping the public sector to operate in a competitive environment
- vi. Helping transform public service into public service management in order to ensure the requirements of equity and rule of law;
- vii. Helping adjust attitudes and behavior of public servants to the present day needs in order to promote organizational effectiveness and attain national goals;
- viii. Organizing and running different courses like business administration, public administration, development economics, diplomacy, poverty alleviation, governance studies, development studies, human resource management, information and communication technology, external economic relations etc;
- ix. Managing funds from government, non-government and international donor agencies/organizations/NGOs for investing in the development of infrastructure of the Institutes;
- x. Building commitment and strategic capacity in governance, leadership, public administration and management through its programs and services;
- xi. Bringing together public service officers from diverse backgrounds and provide them opportunities to plug into a service-wide network to exchange views, build shared ethos and perspectives creating a rich environment for dialogue, knowledge sharing and learning;
- xii. Undertaking programs enabling the public servants to overcome the negative attitude, inertia and conservatism in public administration system;
- xiii. Catering to response of the public service to expanding needs and rising aspirations of the people;
- xiv. Helping promote public values by providing political education to the target groups;
- xv. Applying new measures to an administrative system so as to change its goals, structures and procedures with a view to improving it for a people oriented development;
- xvi. Giving policy inputs on national and international issues;


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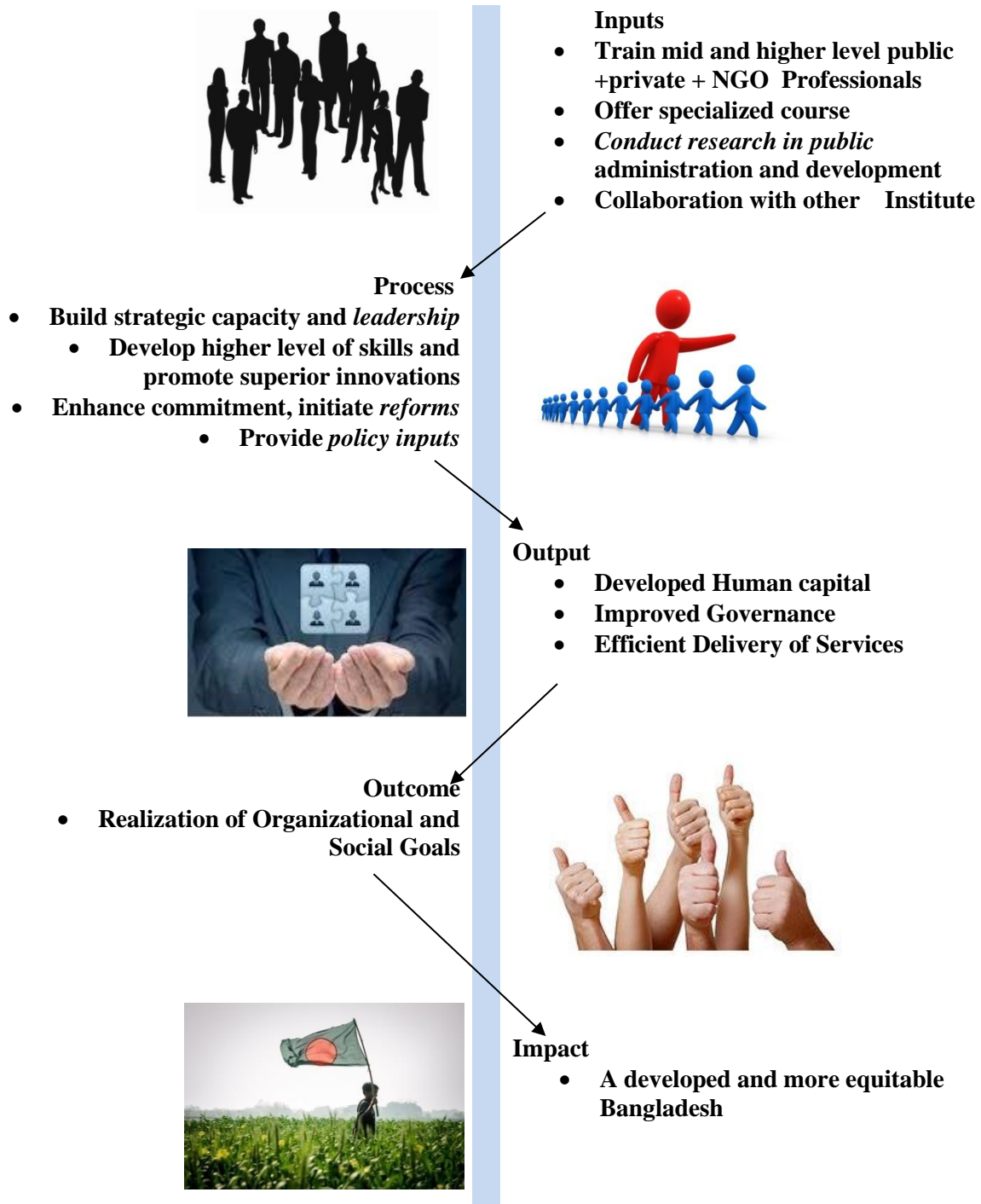

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- xvii. Acting as a think tank for the society;
- xviii. Running different courses on joint collaboration with other civil service colleges and universities at home and abroad;
- xix. Developing partnership with any national or international bodies, institutions, organizations in furtherance of the objects of the institute;
- xx. Facilitating the growth of economy and social development in Bangladesh through a comprehensive human resource development program emphasizing skills formation and development of management capacity;
- xxi. Conducting research activities in key areas of public administration and development;
- xxii. Running courses on contractual basis with different government and non-government organizations;
- xxiii. Running training courses for government as well as private banks and insurance companies;
- xxiv. Decentralizing and making available the opportunities of developed human resources in the fields of administration, management and IT;
- xxv. Opening accounts in the name of the Institute with any scheduled Bank;
- xxvi. Adopting such means for advertising the business and services of the Trust as may seem expedient;
- xxvii. Preparing and adopting bye-laws, make rules and regulation, codes of practice and rules of business consistent with this Trust Deed for proper functioning and administration of the Institute;
- xxviii. Instituting, conducting, defending, compounding or comprising legal proceedings by or against the Trust or its Members or Employees in relation to matters affecting the Trust;
- xxix. Offering M.A, M.S, M. Phil and Ph. D degrees on courses in social sciences and areas relevant to public services;
- xxx. Arranging training and diplomas in collaboration with selected national and foreign universities and attaching to foreign universities;
- xxxi. Developing partnerships with different civil service colleges of commonwealth and developed countries, institutes, universities, training institutes and research organizations;
- xxxii. Developing partnerships with BPATC, NILG, BIAM Foundation and BCS Administration Academy in conducting training, consultancy and research



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**Why BIGM?
“ Its uniqueness and relevance for Bangladesh”**




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