

**National Academy for Planning and Development
Training Policy 2020**

**National Academy for Planning and Development
Ministry of Planning
3/A, Nilkhet, Dhaka-1205
www.napd.gov.bd**

Table of Contents

1. Preamble.....	1
2. Vision, Mission and Goals of NAPD	2
2.1 Vision.....	2
2.2 Mission.....	2
2.3 Goals	2
3. Objectives	3
4. Strategies	3
5. Programs.....	4
5.1 Priorities and Coverage.....	4
5.2 The Clientele and Training Target.....	5
6. Training Fields.....	5
7. Types of Training.....	8
7.1 Local Training.....	8
7.1.1 Certificate Course	8
7.1.2 Diploma Course	10
7.1.3 Post Graduate Diploma Course	10
7.1.4 Foundation Course	10
7.1.5 Departmental Course / Basic Course	11
7.1.6 Request Course / Customized Course	11
7.2 International Course.....	11
7.3 Online Training.....	11
8. Foreign Training.....	12
8.1 Offers in Individual Name and at Individual Initiative.....	12
8.2 Short, Mid and Long-Term Foreign Training Courses	12
8.3 Eligibility for Foreign Training.....	13
8.4 Other Provisions on Foreign Training	13
8.5 Deputation for Local Training/Higher Studies	13
9. Seminars, Conferences and Workshops	14
10. Modalities of NAPD Training	14
10.1 Training Needs Assessment.....	14

10.2 Development of Module	14
10.3 Design of Contents.....	15
10.4 Formulation of Annual Training Plan.....	15
10.5 Establishment, Management and Functioning of Training Cell	15
11. Training Methodology	16
12. Research and Development.....	16
13. Consultancy.....	17
14. Mobilization of Resource Persons	17
14.1 Preparing Inventory of Instructional Resource Persons.....	17
14.2 Specialization	18
14.3 Creation of a Pool of Resource Persons/Trainers	18
14.4 Instructional Corps and Management Corps.....	18
14.5 Recruitment and Professionalization of the Faculty	18
14.5.1 Continual Training for Trainers	18
14.5.2 Publication.....	18
14.5.4 Seminar.....	19
14.5.5 Performance Appraisal.....	19
14.5.6 Field Orientation for Permanent Faculty	19
14.5.7 Greater Reliance on the Faculty.....	19
15. Incentive Package for Faculty Members.....	19
15.1 Foreign Training	19
15.2 Special Allowance.....	19
15.3 Exemption from Training	20
15.4 Training Award	20
15.5 Sabbatical Leave	20
16. Incentives for Trainees.....	20
16.1 Food and Accommodation	20
16.2 Award of Honor and Foreign Training	20
16.3 Linkage of Performance to Discipline, Punctuality and Submissive Behavior	20
17. Post Training Utilization (PTU).....	21
17.1 Post Training Placement.....	21

17.2 Implementation Mechanism.....	21
18. Training Career Advancement.....	22
19. Collaboration with public, private sector, NGOs and international organizations	22
20. Institution-building Activities for NAPD.....	23
20.1 Creation of Facilities.....	23
20.2 Leadership.....	23
20.3 Autonomy.....	23
20.4 Income Generation.....	23
21. Resources/Budgetary Provisions	23
22. Networking with counterpart Training Institutions	24
23. Monitoring and Evaluation	24

National Academy for Planning and Development (NAPD) Training Policy 2020

1. Preamble

The Constitution of the People's Republic of Bangladesh has vested all powers of the state in the people. Article 21 of the Constitution provides that every person in the service of the Republic has a duty to strive at all times to serve the people. Therefore, service to the people is a constitutional obligation of every public servant of Bangladesh. In conformity with democratic principles, people are regarded as the most important resource in Bangladesh as in other democratic countries. It is the talent, the skill, the creativity and the commitment of the people that bring about national prosperity. It is the people who make use of all other resources and create conditions for development. It is recognized that training is one of the major instruments for human resource development.

Having realized the importance of training as an effective means of human resource development, National Academy for Planning and Development as a pioneer national training institute under the Ministry of Planning has declared its firm commitment to gearing up and orienting training activities in order to enhance national capability in planning and development, project management, administrative and management capacity.

For achieving sustainable and balanced development having regard to the goals and objectives of development plans, national targets and priorities of the government, NAPD will devise need based, result oriented and market responsive training programs. The purpose is to create efficient and innovative, responsive and accountable, honest and committed employees of the government, non-government, autonomous and private organizations to meet the contemporary challenges. Training is a major intervention for improving the performance of the development projects. It can effect or bring about a new paradigm of planning and administrative culture for coping with the rapidly changing technology, modern ICT trends, and impact of globalization and pressure of the free market economy. Training will be used as one of the important tools to implement the national vision as reflected in the various policies, plans and programs of the government. It will be used for promotion of project management and administrative efficiency, higher productivity and optimal utilization of human resources for the greater welfare of the citizens.

2. Vision, Mission and Goals of NAPD

By effective and efficient implementation of the training policy, the achievement of the following vision, mission and the goals of the NAPD will be accelerated.

2.1 Vision

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

2.2 Mission

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

2.3 Goals

- i) To organize institutional in-service training programs for the officers of the Planning Commission, Economic Relations Division (ERD), Implementation Monitoring and Evaluation Division (IMED), Planning Wings under different Ministries/ Divisions and Agencies;
- ii) To arrange pre-service and functional training for the entrants of different cadres and other officials;
- iii) To arrange foundation training for the officers of the BCS (Health) cadre and non-cadre officers;
- iv) To conduct special training courses for officials of other organizations on request;
- v) To provide consultancy services to the ministries and other agencies in pre-investment feasibility studies and in formulation, appraisal, monitoring and evaluation of development projects;
- vi) To facilitate dissemination of knowledge and experience in planning, development economics, project management and in other fields through publication, documentation, seminars and workshops; and
- vii) To conduct research and evaluation studies on development issues and maintain liaison with similar organizations at home and abroad.

3. Objectives

The objectives of training will be to develop professional, impartial and efficient employees who will be responsive to the development needs of the citizens. Proper training will ensure that the employees' have the requisite knowledge, skills and attitude to effectively perform the functions they are entrusted with. The following are the objectives of the training policy of the academy:

- i) To equip the officials at all levels with requisite knowledge, skills and techniques to enable them to make productive use of their potentials and to ensure balanced and sustainable economic growth and development;
- ii) To enhance the capacity of the employees of the different organizations to formulate and implement development plans and programs;
- iii) To build an effective, innovative, accountable, transparent, honest and committed public servants capable of delivering quality and cost effective services to the people who will be acting as leaders and agents of change;
- iv) To establish a dynamic and enlightened administration capable of integrating and transforming progressive ideas into reality for establishing good governance and for meeting the contemporary challenges.

4. Strategies

The following strategies will be adopted to achieve the objectives of the NAPD training policy:

- i) NAPD will be further strengthened by developing appropriate infrastructural facilities, capacity of the faculties and research activities so that the academy is competent enough to provide quality training;
- ii) The capacity of the NAPD will be enhanced through periodic review of curricula and performances and appropriately designing need-based training for the members of all cadres of Bangladesh civil service and officials of different organizations to enable them to develop professionalism;

- iii) Members of the cadre services, officers and employees of the government, non-government, autonomous, private organizations will be given training and retraining both at home and abroad to enable them to refresh and update their knowledge and skills;
- iv) Necessary support will be provided by NAPD to establish itself as the center of excellence in training on planning and development and establish linkage with other training institutions, both public and private, at home and abroad;
- v) NAPD will follow the guidelines provided by the National Training Council (NTC) to determine the training policy, priorities including resource allocation, monitor and evaluate the training outcome against tangible and measurable standards;
- vi) NAPD will incorporate information and communication technology into the systems and human resources necessary to carry out the information management functions required for improved service delivery;
- vii) NAPD will offer training program through online portal like Muktopaath and other national and international platforms;
- viii) Training programs will be accelerated by signing MoU with national and international organizations;
- ix) New horizon of training will be explored to meet the contemporary demand like French Language, Arabic Language, Land Records Management etc.

5. Programs

5.1 Priorities and Coverage

- i) Monitoring the implementation of the NAPD Training Policy;
- ii) NAPD will organize training on a regular basis of the officials of different organizations to improve their efficiency and to attain excellence in their respective areas;
- iii) Maintain a database of training and development activities undertaken by NAPD;
- iv) Issue advisories by conducting workshops and seminars from time to time so that training program are conducted based on systematic approach to training and build capacity of the officials on planning development and project management issues;
- v) The officials and support staffs of NAPD will be brought under the purview of training to ensure uniformity and consistency of the transactions of business.

5.2 The Clientele and Training Target

- i) Officials of government, non-government, autonomous and private organizations will be provided with training to equip them with the competencies for their current or future jobs. Such training will be imparted in the course of their careers and in some respects at the time of their entry into service;
- ii) The opportunities for training will not be restricted only at mandated points in a career but will be available to meet needs as they arise through a mix of conventional courses, distance and e-learning;
- iii) Priority will be given for arranging training programs to improve soft skills so as to increase customer orientation as well as quality of service delivery to the citizen;
- iv) NAPD will offer Masters or higher degrees in collaboration with public or private universities.

6. Training Fields

NAPD will formulate the training programs based on the training needs of clientele and will administer training on the following core functions of the Government, which are, however, not exhaustive but only indicative:

i) Development Issues

Planning and development concepts, planning process in Bangladesh, Sustainable Development Goals (SDGs), recent trends in Bangladesh economy, strategies and approaches for five year plan, local level planning, role of NGOs in economic development, role and responsibilities of Planning Commission, ERD and line ministries, budgetary framework of Bangladesh with MTBF, Annual Development Program (ADP), the role of private sector in economic development of Bangladesh, poverty alleviation, women's participation in development, child rights, issues relating to protection, preservation and enrichment of environment with EIA and EMP etc.;

ii) Project Formulation and Project Management

Analysis, appraisal, formulation, review, evaluation and revision of project, management skills for the project executives;

iii) Management Functions

Office management, planning techniques, activity design, risk management, performance management, stakeholder management, development of language skills, management of strategic communications, negotiations, meetings, management of financial and other resources, procurement management, innovation and change management, use of ICT facilities etc.;

iv) Techniques and Tools of Human Resource Management

Ethical issues in HRM, motivation and human relations, job analysis: job description & job specification, team building for HRM, leadership in HRM, human resource information system, importance of recruitment, selection and training, office etiquette, legal frameworks of HRM, The Government Servants Conduct Rules, 1979, performance appraisal measurement system (e.g. APA, KPI), labor laws, problem solving & decision making process, self-analysis, conflict resolution & Grievance Redress System (GRS), gender perspectives of HRM, HRM practices in Bangladesh with exercise, techniques of fair promotion and posting/placement, compensation management, employee benefit and compliance;

v) Delivery of Improved Services to the People

Citizen Charter, public service innovation, service simplification, business process reengineering, total quality management, result based management etc.;

vi) Monitoring and evaluation

Planning for monitoring and evaluation, concepts and types of monitoring and evaluation, developing indicators, design and sampling for monitoring and evaluation, data collection, processing, analysis and interpretation, evaluation reporting, RBM model, Use of CPM as monitoring tools, Earned Value Method (EVM) as monitoring tools, role of IMED and its process, PMIS, Microsoft project as a monitoring tool, procurement monitoring, impact evaluation;

vii) Research

Introduction to research and research process, literature review, techniques of writing research proposal, funding for the research project, collaborative research and work distribution, selection and formulation of research problems and hypothesis, choosing

appropriate methodology, ethical approval, data types and collection methods, measurement and scaling techniques, data analysis, using software for data analysis, presentation of research findings, writing research reports;

viii) **Promotion of Organizational Values and Culture**

Leadership skill, integrity, honesty, commitment, team building, good governance, National Integrity Strategy (NIS), Right to Information (RTI), Anti-corruption Act etc.;

ix) **Computer skills and ICT**

Computer basics, fundamentals of Information and Communication Technology (ICT), programming language, multimedia system design, networking and data communication, System Analysis and Design (SAD), database management system & design, web technology and cyber security, e-Governance & e-Commerce, emerging technology in ICT, software engineering and quality management, 4IR and contemporary issues.

7. Types of Training

7.1 Local Training

In the modern competitive environment, employees need to replenish their knowledge and acquire new skills to do their jobs better. This will benefit both of them and the organization. This policy applies to all the employees of the NAPD. It is the employee's responsibility to seek new learning opportunities. NAPD is responsible for imparting local training to the employees of different organization development by assessing needs, activities and processes.

7.1.1 Certificate Course

The certificate courses are designed to develop the intellectual and practical skills for the application and advancement in their professional life. At the end of the training, participants will be able to use this learning outcome towards building their professional career. Certificate courses are organized in day and evening time.

7.1.1.1 Day Course

Trainees should be selected on the basis of nomination, by the recommendation of the supervisors or by the HR department itself. For getting optimum number of participants from different organizations, respective course management should send nomination letter two months ahead of the course. Bulk SMS and email should be sent to the respective

organizations and relevant persons before one month of starting the course. The following types of training courses are organized under certificate courses:

- i) Human Resource Management
- ii) Project Management
- iii) Information and Communication Technology
- iv) Environmental Management
- v) Public Financial Management
- vi) Monitoring and Evaluation
- vii) Office Management
- viii) Public Procurement Management
- ix) Innovation and Change Management
- x) Leadership and Team Building
- xi) Research Methodology
- xii) Good Governance
- xiii) Land Records Management
- xiv) Blue Economy etc.

7.1.1.2 Evening Course

Evening courses are organized as self-financing courses of the academy. For ensuring effective training courses, cost effectiveness is ensured. Generally evening courses are conducted three days a week and time duration is two and half hours. Professionals from different organizations comprising government, non-government, autonomous and private organizations participate in these courses for their professional development after their office hours. The following types of courses are held in the evening courses:

- i) Development Planning
- ii) Project Management
- iii) Procurement Management
- iv) Information and Communication Technology (ICT)
- v) Language courses (English, French and Arabic etc).

7.1.2 Diploma Course

Academy organizes a six month long Diploma course in Project Planning, Development and Management (DPPDM) in a calendar year. The prime objective of this course is to equip the participants' necessary knowledge and skills related to project management. This course is held in the evening in alternative week days.

7.1.3 Post Graduate Diploma Course

NAPD organizes two Postgraduate Diploma courses of one year long duration in Development Planning and ICT for development. The objectives of the Postgraduate Diploma in Development Planning (PGDDP) are to provide the participants with a sound theoretical framework in basic theories and principles of development economics and applied knowledge and skills in planning process. It also includes project management, research methodology, Mathematics and Statistics for planners and policy issues. The objectives of PGDICT4D are to increase the theoretical and practical knowledge of participants about information and communication technology for development to meet up the national demand for development planning. The courses are held in the evening in alternative week days. There are provisions for foreign exposure visit in these courses.

7.1.4 Foundation Course

All cadre officers of the Bangladesh Civil Service will attend and successfully complete mandatory Foundation Training Course immediately following their induction into the service. NAPD organizes Special foundation courses for the BCS (Health) cadre and other cadre officers in request of the concern authorities.

As per the Public Administration Training Policy 2003, all non-cadre Grade-9 officers of government, autonomous and semi-autonomous bodies will attend and complete successfully a foundation training course during the 1st year of their service to be organized by their individual training institutions. In this regards, NAPD conducts Special Foundation training courses for the non-cadre officers of different organizations.

7.1.5 Departmental Course / Basic Course

Academy organizes departmental training course / basic course for the different organizations on demand basis. Duration of the course varies based on the requirement of the respective organizations.

7.1.6 Request Course / Customized Course

NAPD conducts need based training programs on request from the different organizations. These courses include the contents like human resource management, project management, information and communication technology, public procurement management and other cross-cutting issues.

7.2 International Course

Bangladesh has recently graduated from Least Development Countries (LDC's) and is going to be developed country by 2041. It has an impressive track record of growth and development according to World Bank. The country is now a days is the center of attraction and is considered as the development miracle of the world. The knowledge getting from this experience can be shared with the international community through training. Moreover for international exposure the training courses organized by NAPD can be arranged for international participants.

7.3 Online Training

An online training course is a course conducted over the internet using different software. It has been widely used for distance learning all over the world for a long time. For pandemic or other changing situation it has become a time demand to keep the training program active everywhere. Considering the situation, NAPD should take initiative to run its training program using different online platforms like Zoom, Google Meet, Muktopaath etc. NAPD will prepare a guideline to run the program effectively. The objectives of conducting online training course are–

- i) To keep the academy's activities active during the pandemic or other changing situation;
- ii) To use the available best alternative to run the activities;
- iii) To continue the training program for the remote participants.

8. Foreign Training

Foreign training fills a crucial gap in the training system. It provides opportunities for the officers to gain exposure to the latest thinking on different subjects in some of the leading institutions of the world. It exposes them to experiences and best practices of different countries with differing models of development and governance. NAPD should regularly arrange foreign study tours, exposure visits and foreign training courses for the NAPD faculty and other government officials of the different ministries and participants of post graduate diploma courses and other relevant training courses. For optimal utilization of the overseas training facilities, the basic principles to be followed are:

- i) Offers of Foreign Training Facilities and Scholarships: Development projects of NAPD will obtain offers for foreign training from GOB and funding from development partners;
- ii) Distribution of Scholarships: NAPD authority will allocate the training offers and scholarships to the faculty members and officers of NAPD;
- iii) There should be a standing committee at NAPD for nomination/selection of candidates for training/seminars etc.;
- iv) Scholarship with full funding should be intimated to the Ministry of Planning for nominating candidates;
- v) NAPD can sign MoU with global relevant organization to organize foreign training and exposure visit.

8.1 Offers in Individual Name and at Individual Initiative

Offers for training, visits, seminars and higher studies received in individual name of the officers and offers collected by officers at their own initiative may be allowed provided full funding are available. Expertise gained from this initiatives may be useful to the officer during his service career.

8.2 Short, Mid and Long-Term Foreign Training Courses

Courses with duration of two weeks to six months will be considered as short term courses, those exceeding six months but less than one year may be termed as mid-term courses. All courses of one year and above will be considered as long term training courses. Long term courses include Masters and Ph.D.

8.3 Eligibility for Foreign Training

Detailed guidelines and procedures on the eligibility and selection criteria will be followed by the guideline published by the Ministry of Public Administration.

8.4 Other Provisions on Foreign Training

The government orders for officers of grade 9 and above at NAPD undergoing foreign training should be issued by the Ministry of Planning.

- i) On return from foreign training for six months and above, an officer will be employed for a period of one/two years in the specified department of NAPD in which the training has been obtained;
- ii) An officer after returning from training will have to serve NAPD for a specified period to be determined by NAPD authority;
- iii) For long term courses candidates having publications in recognized journals will be given preference;
- iv) NAPD administration department will maintain information relating to all foreign trainings and publish a report every year;
- v) With prior permission from concerned authority, application for foreign training/studies at individual initiatives will be encouraged and study leave may be granted liberally. Study leave may also be granted for post-doctoral assignments;
- vi) Project funded foreign training must be used in tune with the project and NAPD's goals.

8.5 Deputation for Local Training/Higher Studies

Deputation may be allowed by the government in respect of local training/higher studies in the following cases:

- i) Local training/higher studies under GoB/foreign aided on-going projects;
- ii) Local training/higher studies designed by the government and cost to be borne by the government/autonomous, semi-autonomous bodies or NAPD;
- iii) NAPD faculty members can participate local training/higher studies designed by autonomous, semi- autonomous or non-government independent bodies to meet their own requirements and having specific budgetary provision for it.

Conditions:

- i) Deputation may be allowed for the maximum period of two years for Masters or equivalent degree and three years for Ph.D. courses. If more time is required for completion of the degree/course, study leave should be granted as per rules;
- ii) Training/higher study should be job-related.

9. Seminars, Conferences and Workshops

NAPD should arrange seminars, conferences and workshops on development planning, policy related subjects, curriculum development and post training utilization issues in the national and international arena. Grade-9 and above officers are required to participate in workshops, conferences and seminars of their respective fields for their professional enrichment exposure to emerging ideas and new development hierarchies.

10. Modalities of NAPD Training

Training being a specialized activity, the operational details of the training activities particularly the training modules should be prepared carefully having due regard to the objectives of each course.

10.1 Training Needs Assessment

A need assessment is the process of identifying the gap between optimum performance and current performance. When a difference exists, it explores the causes and reasons for the gap and method for closing or eliminating the gap:

- i) Individual level Need Assessment: It provides information of which employee need training and why, and what kind;
- ii) Organizational level Need Assessment: NAPD will conduct assessment of training needs for the officers and trainees periodically for designing training programs.

10.2 Development of Module

Training courses should be designed on modular approach. Course contents should be updated continually. Any change or modification in the content of the module should be need-based and empirically established. In NAPD, a curriculum development committee composed of experts will function to revise/update the curricula. The trainees should be provided with training materials, handouts which should be constantly updated.

10.3 Design of Contents

NAPD should clearly spell out objectives, outlines, session schedule, lesson plan, lecture materials and notes, resource persons and expected outcome from the program. The program outcome should be measurable and verifiable as far as possible through evaluation. Necessary evaluation criteria should be designed accordingly.

10.4 Formulation of Annual Training Plan

NAPD should attempt to prepare their Annual Training Plan (ATP) and maintain an inventory of training needs of their employees. The annual training plan should include the following elements:

- i) Determination of number and target group (level of officials) to be trained;
- ii) Selection of categories and areas of training;
- iii) Drawing schedule or fixation of training target;
- iv) Selection of appropriate resource persons;
- v) Drawing budgetary framework to incur training expenditure.

10.5 Preparation of Training Manual

NAPD will prepare a training manual to guide training activities and to maintain a set standard, uniformity and consistency in design, delivery and management of training programs. The training manual will be composed of the following elements:

- i) Institutional goals;
- ii) Organogram;
- iii) Job description of officials including duties of course organizers (course directors/coordinators);
- iv) Procedures of managing training courses;
- v) Curricula design procedures;
- vi) Monitoring mechanisms and evaluation.

10.5 Establishment, Management and Functioning of Training Cell

A training cell should be set up in NAPD under the officers in charge of training. The training cell will organize, supervise and coordinate all activities relating to training of the

organization. The cell will particularly ensure use of acquired knowledge within the organization.

11. Training Methodology

The academy is keen to maintain the appropriateness and effectiveness of training programs. All types of the training courses are constantly improved and tailored to meet institutional needs and goals. The methods followed are based on more practical work than on theoretical discourses. Attachment with different organizations and training institutions and study tours are arranged for the trainee officers. There are some variations in the training method based on the nature and the purpose of the training course. With some exceptions, the academy generally follows the following methods:

- i) Lecture;
- ii) Participatory Discussion;
- iii) Case Study;
- iv) Role-Play;
- v) Workshop/Seminar;
- vi) Field Visit;
- vii) Simulation;
- viii) Group exercise;
- ix) Game playing;
- x) Group work and presentation.

NAPD will analyze the training methods of similar training academies worldwide and updates its own training methods accordingly. The academy should maintain international standard in this regard.

12. Research and Development

Research and Development (R&D) is integral part of training cycle. NAPD should develop expertise in such fields as training need identification, job analysis, performance appraisal, post-training utilization, action research and career planning. Research and Development (R&D) should be in constant touch with the market or the client agencies to identify and meet their needs. NAPD will undertake research activities not only to develop curricula but also to innovate training materials and methods. Innovative training programs have to be

evolved to popularize training to meet the demand of the market. The following activities should be conducted in purview of Research and Development (R&D):

- i) Post-training utilization of the trainees should be another focal area of R&D activities. Evaluation wing of NAPD will be an integral part of research wing. They will devise dependable measures or follow-up mechanisms to assess the usefulness of training course and placement of the officer. It will provide input for improving training modules and methodology;
- ii) Involvement of the faculty members in research activities should be a component of the charter of their normal professional duties. All officers of NAPD should be included by rotation in the existing research process;
- iii) NAPD will allocate 5% to 10% fund of its budget for research work to be undertaken by the faculty members of NAPD. It may explore financial assistance from international agencies for funding the research activities informing the controlling ministry.

13. Consultancy

In order to make best use of knowledge and experience, NAPD will prepare a consultancy policy so that the faculty members may undertake consultancy work with prior permission of the competent authority provided that the acceptance of consultancy will not affect the normal functions of the officers and the academy. According to the consultancy policy, a part of their fees will be deposited to the NAPD fund.

14. Mobilization of Resource Persons

The following procedures can be maintained for the effective mobilization of the resource persons:

14.1 Preparing Inventory of Instructional Resource Persons

NAPD will prepare and maintain an inventory of specialists in specific areas and update the same periodically.

14.2 Specialization

Faculty members should take initiative to be specialized in specific field in the light of their academic background, aptitude and institutional requirements.

14.3 Creation of a Pool of Resource Persons/Trainers

A pool of officers having good academic background, aptitude, commitment, competence and adaptability to training culture needs to be identified by NAPD. NAPD will prepare an inventory of prospective trainers to be identified from the officers and experts of different organizations on the basis of the above criteria.

14.4 Instructional Corps and Management Corps

Officers working on deputation will work either as members of the management corps or as members of the instructional corps.

14.5 Recruitment and Professionalization of the Faculty

Professionalization of trainers should be one of the top priorities for institution-building. The following arrangements should be made for the professional development of the faculty members:

14.5.1 Continual Training for Trainers

Trainers recruited by NAPD should continue to develop their expertise so that they can contribute to the process of human resource development. Training of Trainers (TOT) courses should be organized continually to enable the instructional staff to update knowledge and competence.

14.5.2 Publication

Publication of at least two empirical studies or articles in any internationally reputed journals will be a part of the professional responsibility.

14.5.3 Research Work

A trainer should be involved in at least one research project every year relevant to the field of his specialization.

14.5.4 Seminar

Each trainer should be involved in seminars on his or her area of specialization organized by NAPD.

14.5.5 Performance Appraisal

A new performance appraisal format should be designed to measure the performance of trainers which includes setting the performance standard, comparison of actual performance with standards and adoption of corrective measures if necessary. Emphasis should be given to the number of courses and sessions conducted effectively. It will also address evaluation by participants, number of quality research works and articles published in reputed professional journals etc.

14.5.6 Field Orientation for Permanent Faculty

Members of the permanent faculty should be exposed to field realities so that they can blend their instructional sessions with empirical flavor. Attachment programs should be chalked out by NAPD for intensive field orientation. This will enable them to develop a pragmatic perspective based on the realities in the field level.

14.5.7 Greater Reliance on the Faculty

In-house faculty needs to be quantitatively and qualitatively strengthened to improve better management of the training programs reducing uncertainty in managing programs and reliance on external resource persons.

15. Incentive Package for Faculty Members

The following incentives should be provided to attract the service of NAPD and retain the officers with good academic and training background:

15.1 Foreign Training

Officers working at NAPD will get preference for nomination for foreign training. Officers showing better performance in the NAPD will be allowed to obtain fellowships through private contact under intimation to the competent authority/Ministry.

15.2 Special Allowance

Officers on deputation to NAPD will be entitled to special allowance as per Government rules and orders.

15.3 Exemption from Training

Officers who will work in the NAPD for continuous two years will be exempted from mandatory training required for promotion to the next higher post provided they have satisfactory performance record.

15.4 Training Award

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

15.5 Sabbatical Leave

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

16. Incentives for Trainees

16.1 Food and Accommodation

Trainees will enjoy free furnished accommodation during training. They will be entitled to free electricity, gas, water supply and also full Daily Allowance (DA) to meet their food charges.

16.2 Award of Honor and Foreign Training

Participants of the foundation training courses securing the top three positions will be provided awards of honor by NAPD. Participants securing the top three positions in any of the major courses of NAPD will be given the opportunity of foreign training/study visit in recognition of their good performance regarding the availability of fund provisions.

16.3 Linkage of Performance to Discipline, Punctuality and Submissive Behavior

Punctuality and submissive behavior are expected from all the trainees. Disciplinary actions will be taken against those officers and members of the support staff at all levels who, after having been nominated, will not attend or complete the training course.

17. Post Training Utilization (PTU)

To make best use of training and to derive maximum value for money spent on training, due attention should be given to post training utilization of the trained manpower. The following measures can be taken for post training utilization:

17.1 Post Training Placement

The admin wing of respective department will exercise due care regarding placement of officials on completion of their training. To ensure proper use of trained persons, post-training assignments will be determined before completion of the training courses. On completion of training an officer will, if the training is of technical nature or involves any special or professional knowledge, work at least for one year in the concerned department from where s/he was sent for training. To make best use of specialized training and technical professional knowledge of the official's concerned organization will chalk out proper career plans. NAPD will monitor post-training utilization of its training courses and will bring out research reports on the situation obtaining in this area at a regular interval.

17.2 Implementation Mechanism

17.2.1 NAPD should take measures for overseeing and monitoring post training utilization at the organizational level.

17.2.2 NAPD will carry out the following charter of responsibilities:

- i) Liaise with training organizations, relevant government agencies both local and foreign;
- ii) Frame rules and procedures on training and monitor their implementation;
- iii) Advise departments on matters relating to training;
- iv) Explore opportunities of foreign training and areas of collaboration with donor agencies in consultation with ERD;

17.2.3 The Research and Publication department constituting the faculty members of NAPD will monitor utilization of training by the client organization.

17.2.4 At the end of a training course the incumbents will prepare an action plan for utilizing training at the workplace and the implementation of work plan should be

reviewed by NAPD and the results should be intimated to the client organizations.

18. Training Career Advancement

Foundation Training of all newly recruited officers should be completed within probationary period as per prescribed rules.

19. Collaboration with public, private sector, NGOs and international organizations

Public sector, private sector, NGOs and international organizations operating in the training field will work with NAPD as partners in the activities of human resource development under the following purview:

- i) Where appropriate NAPD will encourage public sector, private sector, NGOs and international organizations initiatives in organizing training in general areas, the government officials may attend private sector, NGOs and international organizations' training programs for their professional enrichment and vice versa.
- ii) All training agencies and training institutions run by the public sector, private sector, NGOs and international organizations will be encouraged to assist NAPD to conduct relevant training courses, to develop case studies, to produce training-related video films and to devise problem-solving models etc.
- iii) To encourage training in the public sector, private sector, NGOs and international organizations, NAPD will provide assistance to those agencies, which have achieved a desirable standard and have shown outstanding results in the field of training.
- iv) Public sector, private sector, NGOs and international organizations' training institutions may be allowed to use the infrastructure including human resources of NAPD for optimal utilization of the training facilities without affecting the normal programs of NAPD.

20. Institution-building Activities for NAPD

Successful design, presentation and administration of any training program lie on the management efficiency of NAPD. To develop the management efficiency, NAPD will be strengthened in the following manner:

20.1 Creation of Facilities

Efforts will be made to create adequate physical facilities and provide modern training aids or equipment.

20.2 Leadership

As NAPD is the engine of human resource development, adequately qualified, experienced and motivated officers should be appointed by the NAPD authority.

20.3 Autonomy

NAPD will enjoy financial and administrative autonomy. With approval of the annual budget, all programs of NAPD will be conducted independently under the guidance of its governing body. The concerned Ministries/Divisions should be kept informed of the activities of NAPD. NAPD will have to publish its annual reports incorporating the overall activities and achievements with reference to the targets and objectives.

20.4 Income Generation

NAPD will make effort to become financially self-sufficient by generating funds through selling appropriately designed training packages.

21. Resources/Budgetary Provisions

- i) NAPD will receive an annual budget from the government through concern ministry to conduct its annual training programs. In addition to this budget, NAPD will take initiatives for additional budget through arranging training, research and consultancy programs of different organizations.
- ii) While preparing budget, NAPD will keep adequate provisions to develop its faculty (5% of their annual budget) and to carry out research activities (10% of their annual budget) and to implement their training programs.

22. Networking with counterpart Training Institutions

As training is a continuous activity, it needs to be constantly enriched, and for this NAPD will continue to develop network relationship with the local and foreign training agencies. NAPD will share technology, expertise and information to improve its performance and to prevent overlap in training efforts. Mechanisms for regular coordination and institutional linkage should be devised for achieving the following common interests of NAPD and other training institutions:

- i) Periodic exchange of formal and informal visits and study tours should be encouraged to foster intimate inter-institutional linkage for mutual development.
- ii) Head of the NAPD, under intimation to its respective ministry/division may interact directly with the foreign counterpart training institutions. NAPD may work out strategies to harness opportunities for exchange programs, organize seminars and workshops on important local, regional and global issues for common benefit.

23. Monitoring and Evaluation

Monitoring and Evaluation (M&E) is a powerful tool to improve the results of the training activities. Research studies indicate that effectiveness of training and development is significantly increased if the monitoring and evaluation of training program is systematically undertaken. In the era of globalization and competition, training cannot remain an act of faith. It needs to demonstrate the returns on investment.

Evaluating the effectiveness of training is a very important but difficult aspect of training administration. Often, the evaluation in training institutions is limited to post-course questionnaires inviting trainees to comment on the course, trainer and training materials. This cannot give a fair measure of whether investment in training is justified. Consequently, there is a need to embed comprehensive impact evaluation in the training eco-system where evaluation is not confined to the quality of training programs or the learning derived by the participants but also evaluates changes in the job behavior that resulted from the program and its impact on following organizational effectiveness and improvement in the satisfaction level of clients/citizens:

- i) All the training programs should be evaluated through overall course evaluation, pre-test and post-test;
- ii) All the speakers will be evaluated by the participants as well;
- iii) Participants will be evaluated through written exam, oral presentation, viva voce and based on assignment and overall performance;

- iv) There will be a grading system for the participants for the long courses;
- v) Faculty and guest speakers must be informed about evaluation result confidentially in order to improve the individual.
- vi) Post Training Utilization (PTU) of every training program should be conducted to measure the effectiveness of the program and assess the job behavior of the participants for organizational benefit.