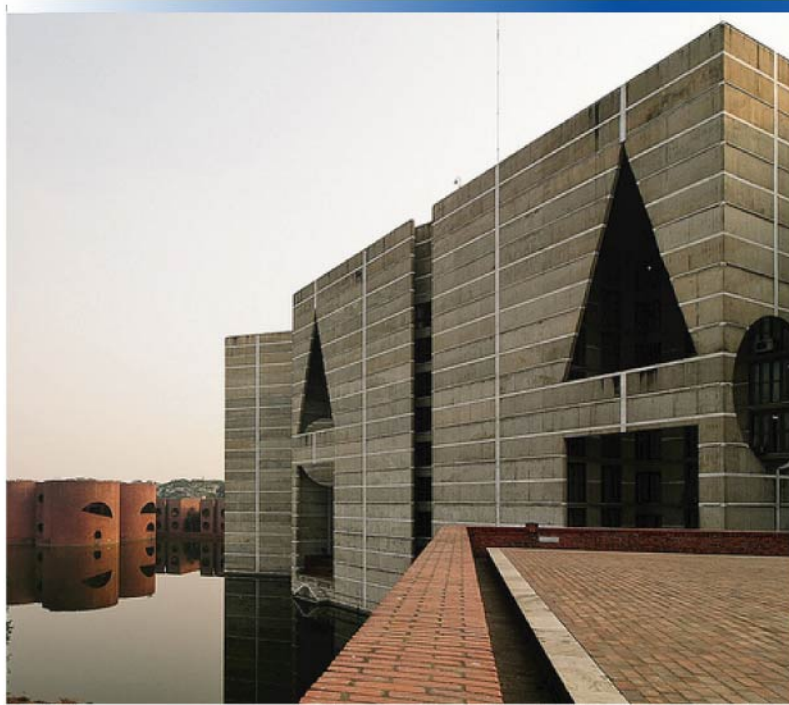




BANGLADESH PARLIAMENT



SECRETARIAT STRATEGIC PLAN 2012-2014

FINAL DRAFT
30 May 2012

**Strategic Plan for the Bangladesh
Parliament Secretariat 2012-14**

The Strategic Plan

The Jatiya Shangshad (or Bangladesh Parliament) is a unicameral legislature consisting of 300 directly elected seats and 50 reserved seats for women elected by the directly elected Members of Parliament. The 9th Parliament convened in January 2009 following the first legislative elections in seven years and at an important juncture in the history of the country as the people of Bangladesh have expressed very high hopes and expectations of the Parliament.

The Constitution provides for an extensive mandate to the Parliament to legislate, ensure oversight of the government and represent the interests of the people of Bangladesh. Further strengthening the Parliament to perform this mandate requires an effective, proactive and responsive Parliamentary Secretariat which has the capacity to meet the demands and needs of Hon. Speaker and Members. In this context, this Strategic Plan has been developed to address the important issues that the Bangladesh Parliament Secretariat is likely to confront over the next three years so that it can respond more efficiently and effectively to the needs of the Jatiya Shangshad. The Plan is an important component of good management and governance and when implemented, it will drive the Institution forward. As described, it will ensure that the Jatiya Shangshad remains relevant and responsive to the current needs and challenges of the country.

More specifically, the Plan sets out four broad strategic commitments and identifies the major strategies for achieving them. The Plan is certainly ambitious and will require leadership, time and adequate resources to meet the challenges that the Secretariat will face in implementing it. For this reason, it was necessary to design the Plan to be flexible and capable of adjusting to changing circumstances as they arise. As a result, the Plan provides a basis for monitoring and reviewing progress on a regular basis, and for assessing results and impact. To effectively undertake this task, it will be important for the Secretariat to develop annual work plans for each commitment and its related strategies. These plans, developed by the respective Wings and Departments, will identify actions to be taken, the person or department responsible, start and end dates and progress of the action item. This process will be essential for assessing the progress of improving existing programmes and implementing new ones.

This strategic planning process reflects the collaborative work of the officials of the Bangladesh Parliament Secretariat, the Hon. Speaker and Hon. Members of Parliament. Involving key officials in the development of the Strategic Plan was a key feature in ensuring that the Plan reflects the needs of the Jatiya Shangshad and identifies how the Secretariat can best serve Hon. Members of Parliament in the performance of their Constitutional duties. Training sessions and planning workshops were organized by the UNDP-supported IPD project with technical assistance from the World Bank Institute (WBI). These exercises were aimed at ensuring input by the stakeholders in planning for the future and taking ownership of the process.

The Secretariat is honoured and appreciative of the support it has received from the Honourable Speaker in developing this Plan. It will now be seeking his wisdom and guidance for the implementation phase.

The success of the Plan will also require ongoing dialogue between the Secretariat and the Hon. Members of Parliament on how to improve services to better serve the people of Bangladesh.

The Organization

The Secretariat of the Bangladesh Parliament is a professional public service structure of officials and staff headed by the Secretary who is accountable to the Hon. Speaker of the House. It provides procedural, analytical, administrative and technical support services to enable Hon. Members of Parliament to effectively perform their Constitutional duties.

Operating under a statutory framework, the Secretariat provides the services to enable Parliament and its Hon. Members to fulfill their mandate on behalf of the People of Bangladesh:

Article 79. (1) of the Constitution of Bangladesh states that, "Parliament shall have its own Secretariat". The word "own" implies that the Secretariat is to be independent of ministerial control and supervision.

The Parliament Secretariat Act, 1994 reiterates the principle of an independent Secretariat and provides for organizational structures and features within Parliament that ensures independence from political control and assures good management of Parliament.

Our Vision

To be a model Parliament that meets the aspirations of the People.

The statement defines the desired or intended future state of the Institution in terms of its strategic direction. It focuses on good management procedures and practices in striving to be effective and on meeting the challenges of the future. In doing so, the Secretariat will take advantage of the possibilities provided by progress and technological innovations, in order to create an e-Parliament. The goal of good management will be to have a Parliament that meets the aspirations of the Hon. Members of Parliament (MPs), the staff and ultimately, the People.

The statement is a source of inspiration for both the daily operations of the Secretariat and for strategic decisions and offers certain messages:

The Secretariat will strive to best practices and procedures that enhance the ability of Parliament to effectively respond to circumstances and to change.

Success in improving the lives of the People of Bangladesh will be dependent on not only good management and adequate resources, but more importantly on the commitment to galvanize the efforts of the Secretariat towards this goal.

Our Mission

Provide effective services to Parliament that enable Hon. Members of Parliament to fulfill their constitutional responsibilities.

This statement defines the aims or purpose of the Secretariat. There are three components to this statement:

- The services and support we provide is to sustain the Institution, ensuring that information, practices and facilities are maintained and improved.
- Hon. Members of Parliament, individually and collectively, are the recipients of our services and will assess the quality of those services.
- The constitutional mandate of Hon. Members of Parliament includes representing the will of the people of Bangladesh; this responsibility is directly dependent on the provision of services by the Secretariat.

Our Values

The Bangladesh Parliament Secretariat is a separate and autonomous Institution with its own workplace culture. The following shared-values are the hallmarks of the Secretariat and staff members are expected to be guided by these values in carrying out their duties and functions. Senior Managers will be responsible for respecting and promoting these values within the workplace:

People Values: respect for others, humility, friendliness, tolerance, sincerity, empathy, justice and equality.

We treat all people with respect and courtesy and value the contribution of all staff and respect their right to a workplace free from all forms of harassment or discrimination.

Professional Values: dedication, neutrality, efficiency, transparency, accountability, discipline, adaptability, sense of belonging, competence (knowledge and skills) and punctuality.

We strive for excellence in all we do and seek to ensure that all our actions and decisions enhance the reputation of Parliament.

Ethical Values: integrity, honesty, and upholding the public trust.

We demonstrate the highest standards of ethical behavior and we are honest in all our dealings and abide by the law and applicable policies and procedures.

Democratic Values: serve the public interest by upholding the Constitution.

We believe in the importance of parliamentary institutions and the democratic process, and we work to strengthen parliamentary capability to enhance good governance.

Our Commitments

Improving Secretariat Legislative Services to Parliament.

The House and Committees can rely on us to provide the services needed to perform Parliament's legislative/oversight functions.

- Developing research and information services.
- Building procedural skills.
- Supporting the evolution of the Rules of Procedure and practices.
- Improving the publication and availability of parliamentary publications and record of proceedings.
- Producing standard briefing material.

The Secretariat has defined its mission as providing effective services to Parliament that enable Hon. Members of Parliament to fulfill their constitutional responsibilities. To achieve this mandate, the staff will provide the support that is required for the effective functioning of the House and its committees. Timely information, impartial research and policy analysis and enhanced procedural skills are core services and critical to the success for achieving this commitment.

Improving Services to Members of Parliament

We will provide Hon. Members of Parliament with the services they need in order to fulfill their constitutional roles.

- Providing a modern and dependable IT infrastructure.
- Providing adequate and appropriate office resources.
- Improving security practices, procedures and operations.
- Developing and fostering relationships with other parliaments and parliamentary associations.

The Secretariat will strive to deliver and continuously improve the services it provides to Hon. Members of Parliament to do their work. We will develop strong systems and information to support Hon. MPs. Activities include ensuring a safe work environment, using effective technology and ensuring adequate resources.

Promoting Effective Communication.

We will increase citizen awareness and understanding of how Parliament functions and of the work Hon. Members of Parliament perform in fulfilling their constitutional duties.

- Communicating with the People through the most effective and efficient means.
- Increasing public and media accessibility to Parliament both virtually and physically.

One hallmark of a well-functioning parliament is its capacity to systematically and efficiently distribute Parliamentary information so that it is available publicly. It is also important that Parliament establishes effective lines of communications to reach the citizens so that they are better educated and informed about the parliamentary system and the work of Parliament.

Delivering Better Management.

Our corporate governance and management systems will meet the highest standards of public service and parliamentary best practices.

- Promoting open and collaborative communication between all levels across the Secretariat.
- Modernizing human resources management policies and procedures.
- Strengthening the capacity and competency of the Secretariat.
- Implementing strategic planning processes and action work plans.
- Managing Secretariat structure and accountabilities.

To be successful, the Secretariat requires a work environment within which it can support the broad direction defined by the Strategic Plan. Modernizing the human resources policies and practices in staffing, promotion and training will enhance morale and provide for a more qualified staff to better meet the demands of Parliament. Modern corporate policies based on best practices will enhance organizational capacity in planning and service delivery, improve internal communications and ensure value for money in the management of resources.

Delivering on our Commitments

Improving Secretariat Legislative Services to Parliament

Research and Information

- 1) Building the capacity of the Secretariat to meet the information, policy and budget analysis needs of the House and its Committees.
- 2) Reinforcing records management for proper information management with due consideration to the feasibility of introducing an electronic-filing system.

Procedural Skills

- 3) Improving the quality of work of parliamentary committees and House through the enhanced procedural and administrative support.
- 4) Producing standard briefing material (procedural/administrative practical guides) for Committee Chairs, Hon. MPs, and Witnesses.

The Rules of Procedure and Practices

- 5) Supporting the evolution of Internal Rules of Procedure and practices for the House and its Committees.

Parliamentary Publications/Record of Proceedings

- 6) Developing technology infrastructure that will ensure a more expedient and efficient production and delivery of the minutes/transcripts of the House and Committee Debates (Hansard) and Reports.

Improving Services to Hon. Members of Parliament

Technical Support

- 7) Providing a flexible, secure and dependable ICT platform to respond to the needs of MPs and the Institution.

Workplace Facilities and Office Support

- 8) Providing workplace facilities and office support that enable Hon. Members of Parliament and staff to work effectively and more efficiently.

Security

- 9) Strengthening practices, procedures and operations and improving security systems and equipment.

Inter-parliamentary Affairs

- 10) Fostering relations and broadening activities with other parliaments and parliamentary associations to pursue and implement best practices of parliamentary good governance and democracy.

Promoting Effective Communication

Communicating with the People

- 11) Providing the People of Bangladesh with timely, accurate and objective information about the work of Parliament, including its Committees, through the most effective and efficient means.
- 12) Informing the public how the parliamentary system works.

Public and Media Accessibility to Parliament

- 13) Increasing accessibility of citizens and media to Parliament both virtually and physically.

Delivering Better Management

Managing People

- 14) Promoting open and collaborative communications between all levels and across all sections of the Secretariat.
- 15) Modernizing human resources management policies and procedures with a focus on staffing and promotion matters.
- 16) Strengthening the capacity and competency of the Secretariat through continuous training and knowledge sharing.

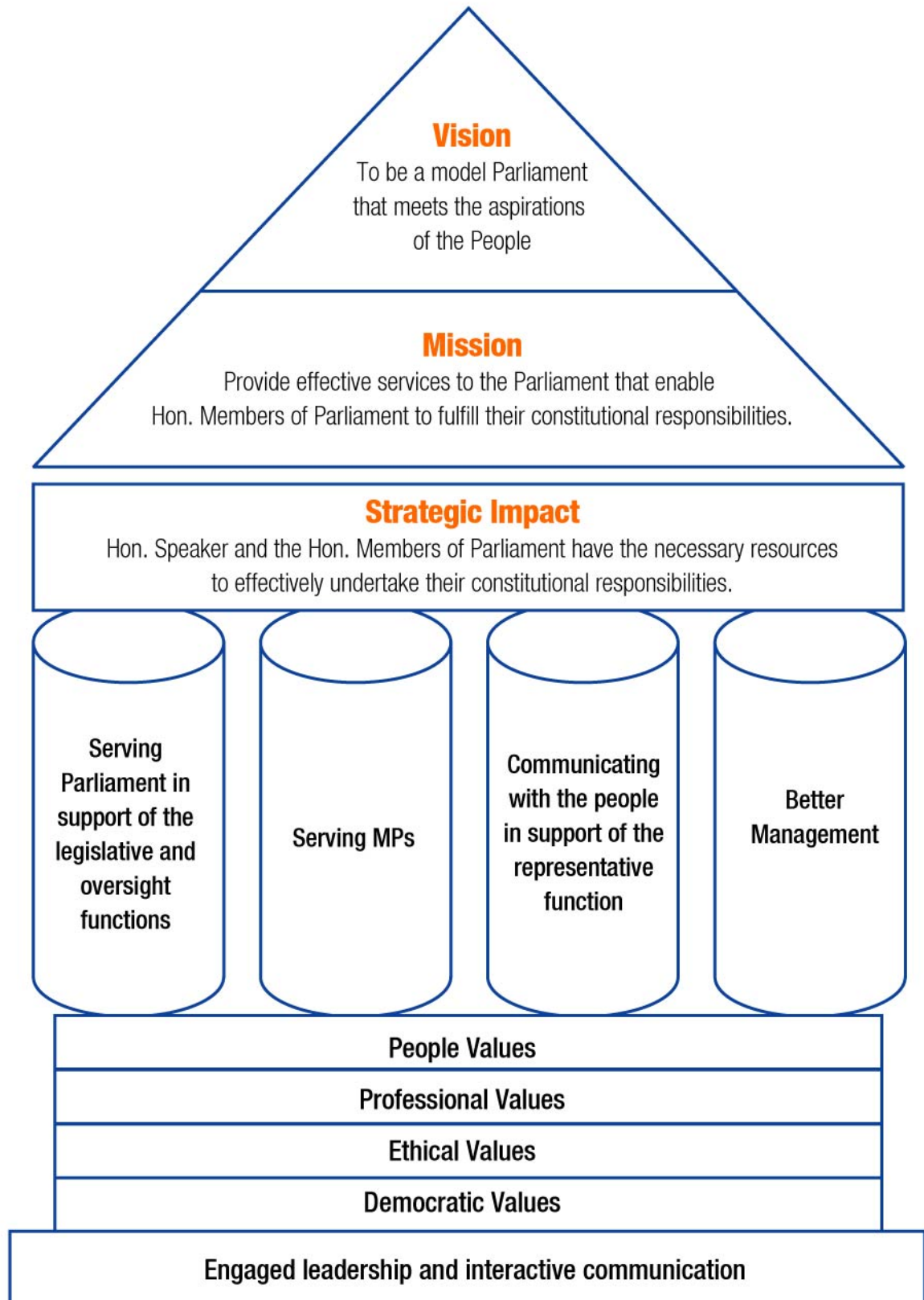
Strategic Planning

- 17) Implementing strategic planning to support collaborative and informed decision-making.
- 18) Implementing the strategies of the Secretariat Strategic Plan through our Annual Action Plans.

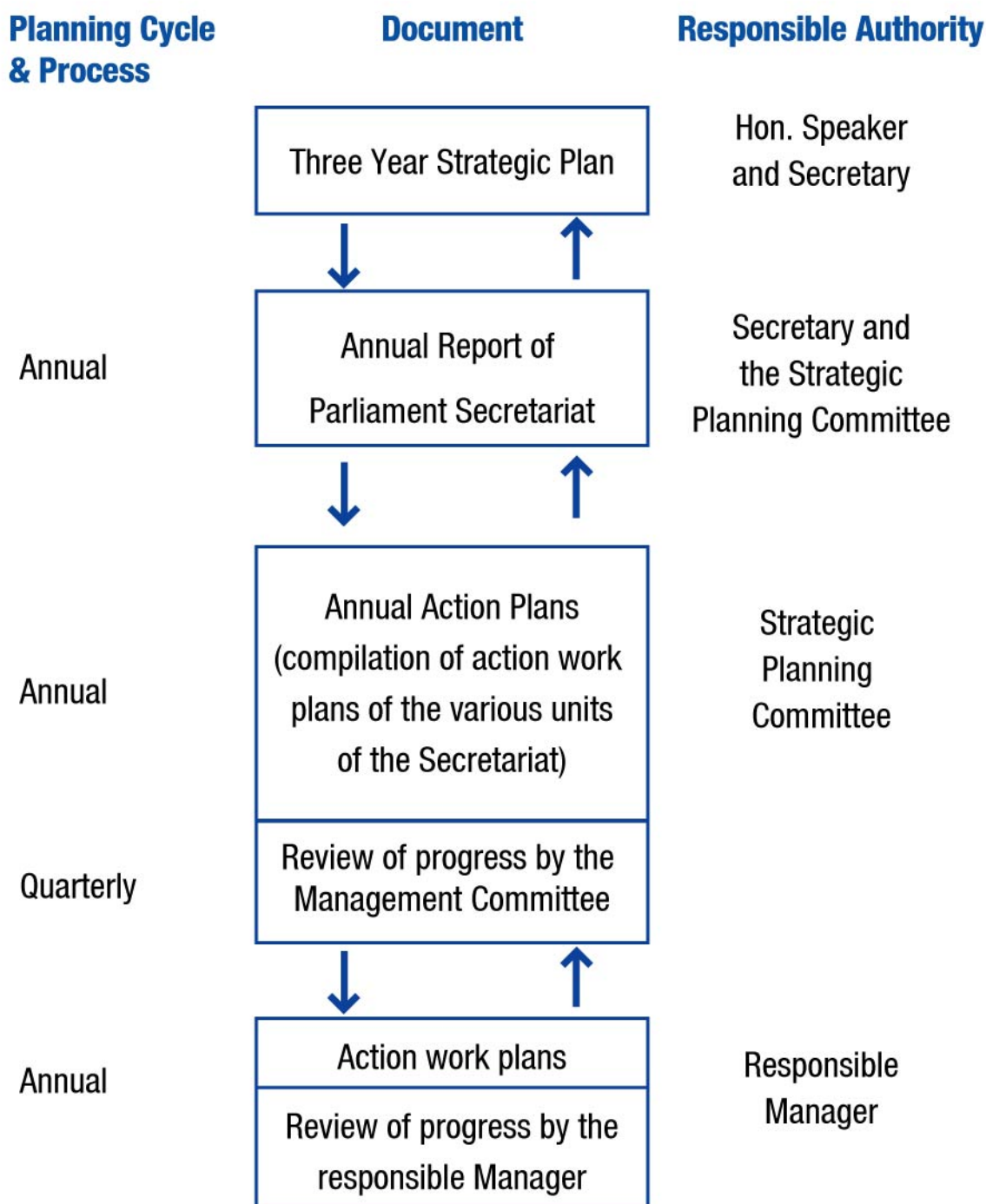
Managing Secretariat Structure and Accountabilities

- 19) Establishing standard job descriptions for all positions of the Secretariat.
- 20) Reviewing and adjusting existing human resources structures and allocation to ensure effectiveness and efficiency.
- 21) Implementing a delegation of authority policy.

Our Planning Framework



Our Management and Accountability Framework



The Road Ahead



The four Strategic Commitments (or objectives) outlined in this Plan have been developed as per the Secretariat's mandate, vision, and values and based on the factors affecting the operating environment.

The strategies that have been identified for each of the commitments will set the change agenda for the coming year and in some cases, beyond. It will be up to each Wing (or department) within the Secretariat to take up the challenge for the successful implementation of these strategies. To do so, action work plans will be developed and will identify activities that will support the strategic commitments. This will entail periodic in-year progress reports on stated deliverables within a specified time-frame. Unforeseen pressures or developments may impact certain aspects of delivery, for which reason the Strategies will be reviewed and adapted annually.

This strategic planning exercise has enabled Parliament to identify the main issues and major challenges that it will be facing in the next three years and to determine the goals and initiatives to meet the demands of a modern well-managed institution, one that can better serve the People of Bangladesh.



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