

Visionary Master Plan 2030 for a *New* BITAC

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1. Introduction:

Bangladesh Industrial Technical Assistance Centre (BITAC) was established in 1962 merging Industrial Research and Development Centre (IRDC) and Industrial Productivity Services (IPS). Initially the name was PITAC and in 1972 it was renamed BITAC after independence of Bangladesh. The strategic objectives of BITAC are to develop skilled man power through training; produce and repair import substitute machine parts; research and innovation to increase productivity. BITAC is a self-governed statutory body under the Ministry of Industries governed by 11-member Governing Body headed by Industry Secretary. The Chief Executive of the Center is Director General. Presently, it has five centers located in Dhaka (1964), Chattogram (1976), Chandpur (1983), Khulna (1993) and Bogura (2006). Its main functions are to render technical training, manufacture sophisticated machine parts, impart advisory service, innovate technology through research and development (R&D), develop relationship with national and international universities and institutions for research and innovations and disseminate technology to public and private industries especially Light Engineering Sector (LES).

2. Vision and Mission

Vision:

- ▶ A Center of excellence (*New BITAC*) in skills development, innovations and supporting industry sector.

Mission:

- ▶ Skills development through training to support industry sector;
- ▶ Research and innovations for increasing productivity;
- ▶ Produce and repair import substitutes machine parts aiming uninterrupted production;
- ▶ Support, assist and cooperate to Light Engineering Sector.

3. BITAC mandates according to BITAC Act 2019

- To render technical training for skills development for industry sector;
- To innovate tools and technologies and disseminate;
- To support Light Engineering Sector through training, consultation, technology transfer, testing facility etc;
- To develop entrepreneurship;
- To design, manufacture new tools, techniques and products (import substitute machine parts);

- To collaborate national and international universities and institution for towards research and innovations;
- To achieve national and international recognition;
- To support government in policy making relating to industry sector etc.

4. Objectives of making a Visionary Master Plan: The overall objective of the Master Plan is to make BITAC as an excellent institution for industry sector which will be a **New** BITAC. The specific objectives are the following:

a. To make a Center of Excellence:

One of the BITAC mandate is to support industry sector through different means. However, with the present BITAC set up and mindset, it is not possible with its old machinery, with poor capacity of the employees, shortage of modern equipment, lower standard training, below average exposure, less creditworthiness and so on. Therefore, it is required to change the mentality, mode of business and also outlook of the center. The target is to make the center as a center of excellence that will be a **New** BITAC in the country as well as in the region. So, a master plan is very much required to change the whole procedure, practice and activities so that BITAC can contribute much more to support the industry sector.

b. To fulfill the demand of the Fourth Industrial Revolution (i4.0)

The world is moving very fast in light with the technological development. The Industry 4.0 (i4.0) is almost knocking the door in all production process and service delivery. This is not the question whether we will adopt it or not, the situation will compel the industry or even agriculture and service sector to adopt i4.0. Therefore, BITAC must cope with this industrial revolution. BITAC must take this opportunity to introduce i4.0 in its training as well as in its production. It is quite fact that BITAC is the right place to introduce and initiate i4.0 training as there is no other institutions in Bangladesh.

c. To render attractive market-based training:

BITAC must revisit its training programme with in-depth curriculum to find out the market based or need based training to support industry sector. It is also require to revisit its training program particularly for the LES sector with a more focus on workshop based training (hands on practical training for the workshop owners and employees). BITAC should provide proper attention to the suggestions made by the LESs as of their demands and requirements. Very recently, there was an workshop organize by BITAC to find out the market demand based training and identified some courses that will be more appropriate to cover the industry demand as well as they will be ready for foreign employment.

Through a workshop and internal discussion, BITAC has identified some additional training topics or trade which has market demand. All these trades will be incorporated in BITAC training schedule at different stages. These are:

- i. Swing machine operations and maintenance;
- ii. Food and beverage preparation;
- iii. Mobile phone service and maintenance;
- iv. Footwear;
- v. Basic Computer ;
- vi. Furniture and Handicraft and so on.

d. To support Light Engineering Sector (LES):

BITAC should have a strong plan to expand its business model and service towards better cooperation with Light Engineering Sector (LES). The probable best way to improve the service through skilled development training, quality assessment, testing facility, common facility services, advice and counselling etc. Even machine parts production support may be extended for LES into BITAC workshops and laboratories. BITAC is also considering to establish a coordination cell particularly for the LES. Most of the training and service will be provided for LES either free of cost or with a minimum cost.

e. To make the best exposure and recognition:

Another objective of the Master plan is to make more BITAC exposure and recognition. Undoubtedly BITAC is contributing a lot in terms of building skilled labor force, support LES and save foreign currency by producing import substitute machine parts. However, BITAC is not well known to the nation as a public body because of its less exposure and recognition. The center will be highlighted before the nation through regular publication, communication, network building with universities, academia, research organizations, media. BITAC training will be updated according to requirements of NSDA and it will automatically improve recognition. Due documentation, publication, participating in different fora would be the mode of recognition.

f. To make skill, efficient and dedicated BITAC's own workforce:

The quality and standard output of any institution depends on the knowledge, efficiency, skill and dedication of the workforce along with machine, equipment, process, raw materials etc. By any reason, the present set of the workforce particularly in the technical level is very poor in BITAC. The machine and equipment is also too old and back dated. However, human resource is the key factor. Therefore, it is required a set of highly knowledgeable, skilled and dedicated work force to make an effective New BITAC. Therefore, the recruitment and promotion must be on the basis of merit and impartial. Regular training particularly foreign training is very crucial. BITAC must plan to improve the internal quality of its own human resources.

g. To create a wonderful image and better outlook of the Center:

BITAC is a statutory body under the Ministry of Industries. It has immense role to support in achieving government vision 2021, 2041, SDG 2030 and election manifesto of the present government. However, the outlook of the Center is not lucrative and attractive. It is required to make a Master plan to build its workshop and training complex attractive and beautiful. It is the plan to reconstruct some workshop cum training complex, new student dormitory and restructure the present workshops and establishments so that there would be more open space and flower garden inside BITAC Dhaka to make it a wonderful green complex. As like as Dhaka, other centers should be modernize into a new wonderful look.

h. To contribute more in nation building

Honorable Prime Minister Sheikh Hasina has declared Vision 2041 to make Bangladesh into a rich and developed country. The target is to increase the manufacturing sector contribution into GDP is to 35% and total employment should be 25% at manufacturing sector. This is not a very easy task. Skill development is the key factor in achieving these targets. Therefore, BITAC has enough space to contribute in this regard. BITAC itself should understand the scope of contribution it can render for nation building. Therefore, it is one of the objectives to have more contribution of BITAC in nation building.

5. Justification of preparing a Visionary Master Plan 2030 for New BITAC

As it is mentioned earlier that BITAC is a very old institution and most of its machinery and equipment were procured during 70s. Almost very little renovations and refurbishment has been done in the past. Internal capacity is very weak and needs a startup jerking. Its exposure and presence are not visible in the society. However, time has come to change BITAC into a New BITAC through huge change either in quality training, machine parts production, innovations and research, support to LES and national international exposure. Therefore, it seems very essential that BITAC needs to take some major initiatives to change, modify and upgrade its functional procedure, machinery and equipment and increase internal capacity. However, mindset of the BITAC officials and employees must have change towards a reform that to make it an excellent institution or a *New* BITAC.

6. Strategy to implement the Visionary Master Plan for a New BITAC

The Visionary Master plan of will be implemented mainly under the following strategic directions:

- a. Identify the market driven training courses;
- b. Development of the modern market-based training curriculum for related industries specially for LESs according to their needs and requirements;
- c. Procurement of high-quality training machinery and equipment's including CNC;

- d. Construction of workshop cum training complex in all BITAC center simultaneously;
- e. Construction of training facility, laboratory, dormitory and other facilities;
- f. Engage each engineers and faculties towards much more research and innovations for technology development;
- g. Promotion and posting will be on the basis of innovation results and assessors level certifications;
- h. Development of a Policy guidelines to have an efficient industry linkage and more collaboration with universities and academia;
- i. Create an conducive environment for the students (who has technical background) to develop industry sector carrier through incubation;
- j. Strengthen and capacity building and exposure (much more local and foreign training for the BITAC faculties, organize national, international workshop, seminar);
- k. Capacity building or expansion of Foundry, Forging, Boiler training and expand Heat Treatment and Testing facilities in all centers over the period of time;
- l. Best use of the Tool Institute for industry linkage, entrepreneurship development and provide testing facility for LES;
- m. Many more development projects and so on.

7. Financial requirement to implement Action Plan:

To implement the Master plan for a **New BITAC**, financial requirement is about 2500 crore (25000 million) or even more taka. There are three main components of the Master plan. BITAC is expecting that the visionary master plan will be implemented by the grace of Government support and as well as from the different project like SEIP. Ministry of Industries, Finance Division, Prime Minister's Office is now very positive to establish a strong New BITAC. It will be creditworthy to mention here that BITAC had to earn about 30% of its total expenditure in the past. However, the trend has changed and government is now providing its budget in a larger ratio. For example, only by two years, the revenue budget has been increased more than 14 crore (140 million) taka.

BITAC has received a green signal from the Ex-Principal Secretary that Government may consider to allocate the full budget from revenue budget considering the importance of BITAC. The timeline to implement the Master plan is about next 10 (ten) years.

8. Challenges to implement VMP

- i. Modernization of old infrastructure and equipment/technology in order to meet the growing and changing demand of advanced equipment/technology timely.

- ii. Creating skilled trainers on market responsive occupations including industry 4.0 related technologies such as Internet of Things (IoT), Big Data Analytics, Robotics, Simulation etc.
- iii. Preparation of appropriate training modules, competency-based learning materials (CBLM), competency standards (CSs) and adaptation of these according to domestic and international market needs.
- iv. Making training guidelines for fresher, refresher, re-skilling/up-skilling training program covering general mass training, attachment/internship/apprenticeship training for students of engineering and technological universities/institutions, entrepreneurship training, online training, joint venture training program, in-house training, training for BITAC workforce in home and abroad and training for physically disabled/ challenged /handicapped people and third gender training.
- v. Design and development of data base for training, production, accounting and store for all centers of BITAC.
- vi. Rendering quality training of unemployed youth of the country according to market demand including light engineering sectors.
- vii. Motivation of BITAC officials and staffs to embrace the activities mentioned in VMP and rendering tremendous effort to transfer present BITAC into New BITAC as mentioned in VMP.
- viii. Development of workforce on market responsive occupations and industry 4.0 issues and expanding BITAC activities across the country.
- ix. Engaging Light Engineering Sectors (LESs) employees for training due to reluctance of the owners to spare them for training.
Development of industry collaboration to render research and development (R&D) activities, gainful job of BITAC graduates, provide consultancy service, transfer technology and testing facilities and manufacture spare parts.
- x. Preparation and approval of DPP and sustainable implementation of the development projects on time.
- xi. Fare recruitment, posting and promotion, absence of foundation training for BITAC employees.
- xii. Reluctance of pedagogy and other skill level training, innovation, research & development(R&D) on market driven courses/technology.
- xiii. Absence of recruitment rules, regulations, table of organization and equipment (TO&E), difference of pay scale with other organizations.
- xiv. Non-pension system and shortage of 100% revenue budget.

- xv. Absence of a full pledged research and development (R&D) cell furnished with dedicated manpower, equipment and budget.
- xvi. Achieving accreditation from National Skills Development Authority (NSDA) for all occupations conducted at BITAC.
- xvii. Implementation of National Integrity Strategy (NIS), Sustainable Development Goal (SDG), Rights to Information (RTI), Grievance Redress System (GRS) and Citizen Charter as per government policy/guidelines.
- xviii. Very weak industry linkage with BITAC.

9. Major activities of the Visionary Master Plan by 2030.

The Master plan is included the following activities which will be implemented in a time bound manner.

9.1 Establishment of a Workshop cum Training Complex with the assistance from Skills for Employment Investment Program (SEIP):

As it was discussed for about a year, BITAC has received confirmation that SEIP will provide a special allocation from ADB to strengthen BITAC. Accordingly, BITAC was informed that ADB has already allocated 15 million US dollar equivalent to 126crore taka budget for BITAC through SEIP. A twelve storied Workshop cum Training Complex building for Dhaka center and some modern machinery and equipment will be procured through this fund. It is expected that the whole work will be completed by next three years.

9.2 Establishment of the 4 new BITAC Center: Government has decided to establish 4 new BITAC centers in rest four Divisional Headquarters namely Barisal, Rangpur, Jamalpur and Sunamgonj. It is estimated that about 640 crore (6400 million) taka will be required to establish 4 New Centers. The 4 new centers will be constructed under a Development Project and BITAC has already submitted the DPP to the Ministry and it is expected that by 6 months, the project will be approved. However, Corona pandemic may delay the process. The land acquisition proposal has been forwarded from all Deputy Commissioner's office to BITAC. Therefore, it is expected that within next 6 months the project will be finalized and the project will be completed by 2024.

9.3 Renovation and refurbishment of the all Centers (Strengthening BITAC Project):

BITAC has already requested Industry Ministry to include one project in the green page of the Planning process with a preliminary budget of 265 crore (2650 million) taka for strengthening BITAC through a development project. Under the project, all the training curriculum will be upgraded with modern machineries and equipment's, construction of some workshop, foundry in other centers, foreign training for BITAC Engineers, extend extensive support to LES to increase their internal capacity. There are some new market-

based training courses will be introduced for unemployed youths and free training courses for LES to build their capacity under this project. The following work will be done through this project.

9.3.a: Dhaka Center-One 12storied Workshop cum Training Complex including all machine and equipment through SEIP Project (which is under process), a new 10 storied male student hostel and one additional floor of present ladies' hostel through SEPA (phase 2) project. Another one floor will be added in the present Workshop building to set up new welding section in the north side. Another 4 storied building will be built demolishing present plastic bhovon for setting up office, laboratories and drivers shed at the top, Another 4 storied new work shop will be set up demolishing present foundry and switch contact shop. The heat treatment section will be merged in this new workshop. There is plan to make one more floor above the present workshop building subject to the permission from the civil engineers whether it is feasible to make it. If it is possible, a big welding section will be set up in the first floor.

9.3.b Chottogram Center- One 10 storied ladies Hostel is under construction. One new Workshop cum Training Complex and one 10 storied male hostel and residential dormitory (in place of present one) and some new machine and equipment will be procured through strengthening BITAC project. A big portion will be kept vacant for more greenery in Chottogram Center. One new rest house and canteen is already under process of implementation.

9.3.c Khulna Center-One 10 storied ladies Hostel is under construction. One new workshop cum Training Complex with modern machine and equipment will be procured through strengthening BITAC project. Another two floor of the present male hostel will be made through own fund by next year. The project is approved and will be implemented by public works division soon.

9.3.d: Bogura Center-10 storied ladies Hostel is under construction. One new workshop cum Training Complex with modern machine and equipment and one modern Foundry and Forging shop will be set up through strengthening BITAC project. The Boiler Training facilities will be established in Bogura with its own fund. Attempt will be taken to include additional land outside boundary to establish a full pledged Foundry institute in this center. A request letter will be sent to Deputy Commissioner (DC) Bogura very soon for land allocation to expand Foundry training and Boiler Training facilities in Bogura. One new floor above the present training building and as well as one additional floor of the male hostel will be built soon and estimate is already approved.

9.3.e: Chandpur Center-One ten storied workshop cum training complex will be built under strengthening BITAC project. The Chandpur center is very small. This center will be expanded acquiring the land area (13.77 decimal) from BRDB, Chandpur adjacent to

BITAC for establishing a new 10 storied new Workshop cum Training complex with all modern machine and equipment. The refurbishment of the present administrative building is under implementation through own fund. A new male hostel has been built by restructuring one very high-rise building.

9.4 Establishment of a modern BITAC Center in Mirsharai Sheikh Mujib Shilpo Park

BITAC should adopt necessary activities to support the demand of the fourth industrial revolution (i4.0) which is knocking the door. The future industries demand will be increasing for automation, robotics, IoT, cloud mapping or big data analysis etc. I think BITAC will be the best option to establish such a training center so that a workforce can be produced according to the needs of i4.0. Therefore, it is a plan to set up a modern BITAC center in Mirsharai Sheikh Mujib Shilpo Park. The decision is already taken in BITAC Board and Ministry has already concurred the decision. To that end 10 acres of land is already under process of allotment in favor of BITAC by Bangladesh Economic Zone Authority (BEZA). This center must be established by next 3 to 4 years or by 2025 at the latest. The estimated cost is yet to calculate.

9.5 Establishment of a new modern BITAC Foundry Training Center in Jessore:

Foundry is one of the most basic process of light engineering sector. Jessore area has come up with so many small and medium size foundry. However, they don't have any scope of training. I understand that BITAC is the right organization who should take initiative to establish a training center in Jessore on Foundry. The Foundry Institute will be dedicated for Foundry, Forging, Sheering, Heat treatment training for the Light Engineering Sector. The decision is already taken in BITAC Board and Ministry has already concurred the decision. BITAC has already received a sanction 10 acres land in Mirsharai area and 5 acres land in Jamalpur Economic Zone areas. This is to be done by next 2025. The total cost is estimated is about 192 crore (1920 million) taka.

9.6 A modern welding and motor mechanical training center in Kanchpur Narayangong, BSCIC industrial city

A modern and sophisticated welding and motor mechanical training center will be established in BSCIC industrial park through sharing of the land. The land area is very small in Dhaka. I have a plan to set up a modern welding and motor mechanical training center (particularly for the automatic and electrical vehicle). As BITAC Dhaka center does not have enough space in Dhaka, I have talked to BSCIC Chairman and he agreed in my proposal. The BSCIC land will be used for BITAC training center as well as BSCIC office and exhibition center. Therefore, a decision is already taken in BITAC board as well as in BSCIC board and the Ministry has provided the administrative approval to initiate the process of establishing a BITAC center. The modality will be set by mutual understanding of both organization. I hope this can be done by 2025 maximum.

9.7 Self-Employment and Poverty Alleviation (SEPA) Project (Phase-2)

BITAC has implemented Self-Employment and poverty Alleviation Project (SEPA) from 2009 to 2019. The objective was provide at least on job in each house. It was a very successful project and achievement is 100%. Therefore, it was recommended that SEPA will be continued as SEPA phase -2. DPP of the SEPA phase -2 is in final stage of approval and this training program will be implemented in next five years targeting to train 15000 youths and will be ready for employment of them. The estimated cost of the project is around 125 crore taka. We expect that SEPA phase 2 will be approved in ECNEC within a very short time.

9.8 Light Engineering Sector (LES) strengthening project.

Light Engineering Sector (LES) is the mother of all engineering sector. It is the industry which is mainly keep running of any industry and machinery. From foundry to final stage of the making a machine or machine parts is called light engineering. In Bangladesh, yearly market size of the light engineering product is amounting to taka thirty thousand core and the global market is about 7-8 trillion dollars. Honorable Prime Minister Sheikh Hasina has declared 2020 as the year of the light engineering product. BITAC has taken an initiative to support LES with a small project amounting to taka 25 crore (250 million) taka for next 3 years.

9.9 Capacity Building of the BITAC workforce through a better carrier planning:

The present workforce (particularly young engineers and some technicians) are very dynamic. However, due to proper training, guidance and initiatives, they are not contributing according to their merit and capacity. If we can provide appropriate opportunity, I understand they can take any challenge and work more particularly in research and innovation as well as day to day performance. Internal capacity building of present workforce is very important for an effective and efficient new BITAC. There should be a clear carrier planning in the organization so that each officer and staffs have a clear idea where to go, how to go and what to do. To that end the following activities will be included in the carrier planning of the workforce.

- a. No technicians will be promoted in the next position without having minimum qualification required for the position and at least one skill level competency certificate during promotion in the respective area. (say for example, TMG-3 to be TMG-2 should have least one skill level competency certificate in his own area of interest).
- b. For civil staffs, there must be at least one to three training certificates (from RPATC, PPR, FEMA, Planning Academy, NILG etc) from different institutions is required.

- c. Each officer must have a minimum 50 hours in-house training per year. The officer himself/herself will take initiative to inform authority if he/she does not have the opportunity of in-house training.
- d. No Assistant Engineer will be promoted in the post of senior engineer (executive engineer) without having at least one innovation result, one skill level competency followed pedagogy level four in the promotion period in his/her own interested area.
- e. No Executive engineer will be promoted in the post of Additional Director (Chief of Operation) without having at least two innovation results, pedagogy level four and skill level competency two (altogether) during promotion period in his/her own interested area.
- f. No Additional Director will be promoted as Director without having at least three innovation results, pedagogy level four and skill level competency three (altogether) during promotion criteria period in his/her own interested area.
- g. The officers at present are in the position of Executive Engineer and Chief of operations should have at least one innovation result, pedagogy level four and skill level competency one to be promoted in the next position.
- h. Management will ensure the training, competency level achievement and other scope for the employees. However, at the same time each staff/officer will have the neck to hunt the training courses as well as competency level so that management can take necessary steps. The expenses will be bored from the institution.
- i. Only Governing Body may relax this condition in case of Class one officers.
- j. All these criteria mentioned above will be effective from January 2023 so that all employees have sufficient time to qualify for the pre-requisite qualification for promotion.

9.10 Better utilization of Tool and Technology Institute (TTI)

BITAC is implementing a project named Tool and Technology Institute (TTI). The project was supposed to be completed June 2020, however due to corona pandemic, the project must be completed by next June 2021 and will be ready for specific objectives. The specific objectives of the TTI are shown in the following table-

Tool and Technology Institute:

- Hi-tech training including CNC
- Entrepreneurship development from and among engineering university students
- Incubation center for prospective entrepreneurs
- Research: Fellowship and PhD program for university graduates following all necessary approval from the competent authority
- Testing facility for industry and LESs

- Training for upper class (qualified) workshop owners from LESs
- Joint research and innovations with academia
- Certification on training
- Extend Advisory role for LESs
- Specialized institute like NICVD for cardiac patients and research only

The TTI will be fully operated in achieving the objectives mentioned above and will support industry sector and LES in particular.

9.11 Building mindset of the BITAC Employees

It is my assessment that BITAC officials and employees are too much introvert and very casual in any change or initiative. No plan and program will be executed or implemented properly with the present mindset of the BITAC employees. Therefore, their attitudinal behavior must be changed towards the positive change. To make the visionary plan in a realistic shape we should all change our mindset and possess the following attributes for betterment of BITAC. Each and every one must possess the following attributes:

- View challenges and opportunities
- Acknowledge and embrace imperfections
- Stop seeking approval even in a small case
- Reward actions, not traits
- Portray criticism as positive
- Make a new goal after accomplishing the present one
- Self-trust and patient mindset
- Courageous and focused mindset
- Positive, transparent and open-door mindset
- Learning mindset
- Honesty and sincerity mindset etc.

10. Modality of implementation of this VMP

10.1 Modification and adaptation of training modules, competency-based learning materials (CBLM), competency standards (CSs) developed by Bangladesh Technical Education Board (BTEB), Skills for Employment Investment Program (SEIP) and National Skills Development Authority (NSDA).

10.2 Preparation of training guidelines forming a higher power committee including representatives from ministry of industries (Mol), NSDA, BTEB and SEIP.

10.3 Design, development and implementation of online management and monitoring system for training, production, accounting and store of all centers of BITAC.

10.4 Making stakeholder directory and yearly calendar of different types of program such research and development (R&D) on the industry related problems, publications innovations, visits, meetings, arranging seminar and symposium.

10.5 Administration wing will initiate necessary actions for approval of recruitment rules, regulations, table of organization and equipment (TO&E), scale up gradation, pension policy or management of 100% revenue from government and implement the regulations as mentioned.

10.6 BITAC must recruit appropriate workforce full-fill the vacancy as per rules and other policy of the organization. The recruited candidates will be posted to the right place and management will also arrange foundation training, refresher training as required and promote the deserving candidates on time. Head of admin will be responsible to up-date all the activities.

10.6 BITAC will introduce of a separate research and development (R&D) cell furnished with appropriate manpower, furniture and equipment to function properly under the supervision of additional Director.

10.7 Achievement of accreditation certificate for all occupations conducted by BITAC from National Skills Development Authority (NSDA) will be done under the supervision of Director, Training.

10.8 BITAC must develop a policy to make strong industry linkage so that both BITAC and industry can work together towards problem solving.

10.9 Organize more industry visit at a regular basis and also invite industry people to visit BITAC to build a net-work and work together towards nation building.

10.10 Taking ownership of this VMP by all BITAC officers and staffs and engage them for self-help as well as betterment of the organization.

11. Expected Outcomes of implementing Visionary Master Plan

Visionary Master Plan 2030 is really a target-oriented journey for BITAC to contribute in our nation building Vision 2041. It will never be possible to achieve if we all do not work properly. Therefore, Visionary Master Plan is a tool for BITAC to contribute in economic development as a whole. However, the following specific outcomes will be achieved if BITAC can implement the VMP 2030.

- Increased number of technical experts & skilled workforce in BITAC;
- Very effective market-based training will be rendered;
- Huge number of youths will be in the queue waiting for admission for BITAC training as like as welding training in Bangladesh Oxygen Ltd;
- Increased productivity of shops and industries;
- Scope for new innovation;
- Flock of Entrepreneurship and extensive cooperation and support for LESs;
- Contribution in unemployment reduction;
- Greater inflow of foreign remittance through skilled manpower export;
- Huge foreign currency savings by producing import substitutes machine parts;
- Positive contribution in achieving vision 2021 and 2041 and Agenda 2030 for SDGs as well as implementing Election Manifesto of the present government;
- Strong back-up of technical workers for new BEJA areas;
- Positive impact on social life and economic growth;
- A beautiful and wonderful exposure, recognition and outlook of the BITAC in Tejgoan industrial area as like as a corporate office and other centers;
- A brand name **New BITAC** is well established at the end of the targeted period of the Visionary Master Plan by 2030.

12. Time Line of implementing the Master Plan for a New BITAC:

BITAC has requested Architecture Department to make a Master Plan for BITAC Headquarter and accordingly it is underway. However, a team has physically visited BITAC on 24/12/2018 and the team advised us to make some blocks for its all department/shops and hostel building. So that there will be some more green space inside BITAC. The timeline is shown here in a broader term. However, BITAC will divide the work into smaller parts and will produce a detail time line according to its mandate. The time line of implementation of the proposed Visionary Master Plan is as follows:

Time line of implementing VMP 2030

Sl	Main activities	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
1	12 storied Workshop cum Training Complex SEIP											
2	Establishment of the 4 new BITAC Center											
3	Renovation all BITAC Centers (Strengthening Project)											
4	Establishment of a modern BITAC Center in Mirsharai Sheikh Mujib Shilpo Park (to cover 4i.0)											
5	Establishment of a new modern BITAC Foundry Training Center in Jessore											
6	Welding & motor mechanical training center in Kanchpur Narayangong, BSCIC (sharing basis)											
7	SEPA Fase -2											
8	LES strengthening project											
9	Better utilization of Tool & Technology Institute											
	Capacity Building of the BITAC workforce											
	Changing mindset of the BITAC Employees											

13. Monitoring and Evaluation

Visionary Master Plan 2030 will be monitored in a regular basis. A 5/7-member committee will be formed to monitor the implementation progress of the Plan headed by Director General at headquarter level. A separate 3/5-member committee will be formed at outskirts centers. The committee will monitor and evaluate the implementation level of the Master Plan. The implementation progress report should be submitted to the Governing Body twice in a year and a comprehensive report will be submitted to ministry once in a year. The centers also submit a progress report to the Headquarters regular basis. The status of the implementation shall be also included in the yearly report published by BITAC.

14. Revision

Visionary Master Plan 2030 is a living document and will be revised time to time if necessary.

15. Conclusion:

BITAC is an institute which is supposed to be dedicated to support industry sector in many ways. However, it was not performing well according to the requirement of the industry in the past. There are many reasons can be mentioned for these lapses. It is the time not to make cesarean operation of the failure but to look forward through changing the attitude and mindset of the BITAC employees as a whole. The government is very positive, financial support is also very good and had a good relation with ADB through SEIP project. SEIP has already taken a good initiative to strengthen BITAC through more resource allocation. Undoubtedly, with this support from SEIP, BITAC will be able to make some change to convert BITAC into a **New** center of excellence. The rest other initiatives must be implemented through government support as well as taking support from other development partners/donor agencies. To achieve that target, BITAC should develop a link with development partners through a better liaison.

It is expected that if BITAC is sincere and try hard, the dream of a **New BITAC** will be certainly a reality in a very near future by implementing the **Visionary Master Plan 2030**.

*** The End ***