A quotation from his majesty king of Bahrain ........................................ 7
Introduction ........................................................................................................... 9
Aspirations of Citizens ...................................................................................... 10
Our System Drivers .......................................................................................... 11
Opportunities for development ....................................................................... 12
Our Vision ........................................................................................................... 14
Our Mission ......................................................................................................... 14
Our Strategic Objectives ................................................................................... 14
Our Institutional Values ..................................................................................... 14
Strategic Mechanisms: ....................................................................................... 16
  Qualification and Training .............................................................................. 16
  Research .......................................................................................................... 17
  Consultancy ..................................................................................................... 17
  Coaching & Assessment .................................................................................. 18
  Strategic Communication ............................................................................... 18
Measurement indicators ..................................................................................... 19
Let the exercise of your duties be commensurate with the aspirations of the nation, speed of the era, and quality of perfection that characterize Bahrain. I will follow up your work with all attention you have always witnessed, and which we direct to all of the citizens affairs.

His Majesty King Hamad Bin Isa Al Khalifa
King of Bahrain
Introduction.

At Institute of Public Administration (BIPA), we adopt an approach to make the change for the sustainable development and its impact on the citizens and residents of the kingdom of Bahrain through training, learning and development. Our interest in the development of government leaderships is not less importance than our interest in the development of all professional levels in the public sector.

Since the establishment of BIPA under a Royal Decree in 2006, we have been working together - under the umbrella of the Council of Ministers - to achieve development for the country and citizens. Proceeding from the strategic priority within the Government Work Program which aimed for ((developing an efficient government to better serve the citizens)), and in line with the National Action Charter along with the Constitution of the Kingdom of Bahrain. To this end, we have also acted and engaged in implementing two national economic initiatives within the Bahrain Economic Vision 2030 and National Strategy, namely finding a distinct program for training the government leaderships and developing leaders in the public sector as well as improving the quality and availability of the training.

BIPA aims to develop public administration in the government sector and contribute to the preparation and training of its employees, in accordance to the training needs and development programs, research and consultancy endorsed by BIPA’s Board of Directors in a way that ensures raising the public administration level and supporting the economic and social development plans.

The success achieved by BIPA in the development and upgrading of government performance in the ministries and government institutions, could not have been achieved without the perseverance, creativity, excellence, and ambitious work shown by the eager minds of all officials, trainers and staff in the area of training, research, consultancy, assessment and coaching programs and support services.

A decade ago, BIPA set off to become “the partner of Choice Developing First Class Civil Servants”. We have trained 21,899 government employees an average of 45.6% of the total public sector employees, provided 14 consultancy services to government institutions, and total number of research that have been publish is 407 research papers. We have completed 1,820 assessment service and 1,114 coaching hours.

Now the time has come to change..

In 2016, we are all set to proceed to materialize the ambitious vision reflected in «an advanced government performance to achieve sustainable development.»

We realize that together we can achieve a lot for the future of Bahrain. We will work with you to improve government performance in the areas of policies and strategies, resource management, change management, and government services development through the development of skills, behaviour and knowledge based on learning and training; participation in the decision-making process through consultancy; problem solving by means of scientific research; building and developing capabilities through coaching and assessment. Moreover, we will not neglect promoting the awareness and culture of government performance through strategic communication.
Aspirations of Citizens..

The citizen is considered the centre of the development. Therefore, it was imperative to work towards achieving further development to realize their aspirations. To that end, we have taken the initiative at BIPA to draw a future strategy that will contribute, within the scope of our responsibilities, to improve Bahrain’s Government Performance Efficiency Indicator, to be in the ranks of developed countries, based on the World Happiness indicator and Government Performance Efficiency indicator.

- The impact of the government performance on the happiness indicator

Our System Drivers..

BIPA has been working on identifying the main driving forces of the government work system. In the light of this, we have drawn our strategic steps with precision to achieve the desired objective.

- Government system engines
Areas of opportunities have been identified for further development in order to attain the utmost levels of sustainability.
Our Strategy in Brief - Roadmap -

Our vision
Advanced government performance for sustainable development.

Our mission
Bahrain Institute of Public Administration (BIPA) is working to achieve advanced government performance that supports economic and social development plans. Through Performance development for providing services aligned with the development aspirations; enhancing the management of resources that enable the delivery of these services; building capacity to conform with the creative changes for the continuous development; and developing policies and strategies that guarantee the achievement of sustainable development.

BIPA seeks to achieve its objectives through the provision of learning and training to develop skills, knowledge and behaviour; offering consultancy services to contribute to the decision-making process; development of scientific research to solve problematic; and execute coaching and assessment to build and develop capacity; in addition to the delivery of strategic communication activities to promote awareness and culture of government performance.

Our strategic objectives
1. Enhanced services aligned with the developmental aspirations
2. Optimal Resource management & leadership enabling service provision.
4. Culture of continuous change & innovation for development

Our institutional values
1. Creativity: Promptness in providing pioneering and creative ideas, leading to problem solving and innovate developed methods that are more responsive to demands, and to enhance productivity.
2. Transparency & Respect: Absolute clarity and professionalism in dealing with customers, both internal and External, and credibility in the exchange of information and data, to build strong relationships with partners and to enhance the communication.
3. Excellence: Set operations based on organized and clear planning, which contributes to the provision of services with high level of accuracy, efficiency and quality in terms of commitments in time, as well as excellence in acquiring the best international standards to exceed the customer expectations.
4. Team Work: Integrated, mutually-beneficial relations with commitment and cooperation to bear the shared responsibility to achieve the strategic objectives and preserve the interest of all parties.
5. Discipline & professionalism: Compliance with regulations and laws through the care, attention, reward and strictness with all categories of workers, and dealing on the basis of justice and equality.
Our Strategy in Brief - Roadmap -

Our Strategic Mechanisms

- Strategic Plan Components

- Advanced Government Performance for Sustainable Development
- Enhanced & Supportive Policies for the processes of sustainable development
- Optimal Resource Management & Leadership Enabling Service Provision
- Enhanced Services Aligned with the Developmental Aspirations

Our Strategic Objectives

Our Vision

- Coaching and Assessment
- Consultancy
- Research
- Qualification and Training
Our Strategic Mechanisms:

Qualification and training:

The qualification and training programs of the 2018-2016 Strategy aim to meet the training needs of public sector employees by providing them abreast of knowledge and skills in public administration sciences. BIPA offers its programme based on a methodology for capacity building.
Our Strategic Mechanisms..

Research:

BIPA provides series of public administration research services that contribute in improving the performance of public management, by promoting efficiency and productivity. Research services in BIPA provided to ministries, government institutions and agencies, aim to promote evidence-based government policy-making and to facilitate problem-solving through means of scientific research.

Consultancy:

The Institute of Public Administration works within its strategic plan to provide value-added consulting services to meet the management needs of all ministries, government institutions and agencies. Therefore, BIPA has implemented an international methodology in capacity development, «CDF» which is adopted by the United Nations Development Programme «UNDP», to ensure high level outputs of consulting services in problem-solving, aiming for optimal utilization of human resources, management principles, and leadership skills.
Our Strategic Mechanisms ..

Coaching and Assessment:

Institute of Public Administration seeks to achieve full integration in the process of developing government performance, through the development of government leaders and individuals, and introducing innovative methods to provide assessment services and coaching. This is in accordance to the methodology based on the measurement of personal skills, and discovering the strengths with the areas of improvement, to invest them for upgrading the management and leadership skills.

Strategic Communication:

BIPA believes that strategic communication is an important mechanism for achieving its goals and ambitious plans. Therefore, we work through communication to support Institute’s initiatives and development projects, along with the creation of government performance culture. Through our channels of communication and the media to ensure the achievement of desired strategic objectives based on the transfer of knowledge, dissemination of modern concepts, and improve awareness of public sector employees on their important role in development and sustainability.
To ensure the achievements of our vision, we have identified Performance management indicators for monitoring the implementation of achievements the strategic objectives by 2018. Our indicators are as follows:

<table>
<thead>
<tr>
<th>Strategic Objective</th>
<th>Performance Measurement Indicators</th>
<th>Measurement</th>
<th>Expected outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enhanced services that keep pace with developmental aspirations</td>
<td>Development of services</td>
<td>Quality and acceleration of government services</td>
<td>Proposed projects for government services development</td>
</tr>
<tr>
<td></td>
<td>Relationship with customers</td>
<td>Customer care</td>
<td>Improvement of customer care behavior</td>
</tr>
<tr>
<td>Optimal leadership and management of resources that enable the provision of services</td>
<td>Financial management</td>
<td>Development of financial management performance</td>
<td>Optimal financial management</td>
</tr>
<tr>
<td></td>
<td>Human resources management</td>
<td>Development of leadership behaviors and skills</td>
<td>Enhanced Leadership behavior</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Development of performance for human resources management</td>
<td>Staff satisfaction</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Development of performance for government leaderships</td>
<td>Enhanced Leadership performance</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Development of public administration capabilities</td>
<td>Higher performance</td>
</tr>
<tr>
<td>Policies enhancing and supporting sustainable development processes</td>
<td>planning and strategic thinking</td>
<td>Performance Development for strategic planning</td>
<td>Set strategies and achieve objectives</td>
</tr>
<tr>
<td></td>
<td>Economic and social development</td>
<td>Building capacities for developing policies</td>
<td>Professionals and practitioners competent to develop government policies with research capabilities</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Support of sustainable development</td>
<td>Enhance development policies</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Best international practices in development policies</td>
<td>international agreements serving the areas of development and public administration</td>
</tr>
<tr>
<td>Culture of constant change and creativity for development</td>
<td>Change and innovation management</td>
<td>Development of performance to create a culture of change</td>
<td>Change management skills</td>
</tr>
<tr>
<td></td>
<td>Crisis management and business continuity</td>
<td>Innovation and continuous development culture</td>
<td>Innovative public services</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Capability building for crisis management</td>
<td>Skills in crisis management</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Planning skills for business continuity</td>
<td>Planning skills for business continuity</td>
</tr>
</tbody>
</table>