



BPATC's

## **26th Policy Planning & Management (PPMC) Course**

*- Igniting Knowledge into Action...*

### **REFORM INITIATIVE OWNERS' (RIOs) ACTION PLAN FOR PILOT PROJECTS (Implementable in 3 Months)**

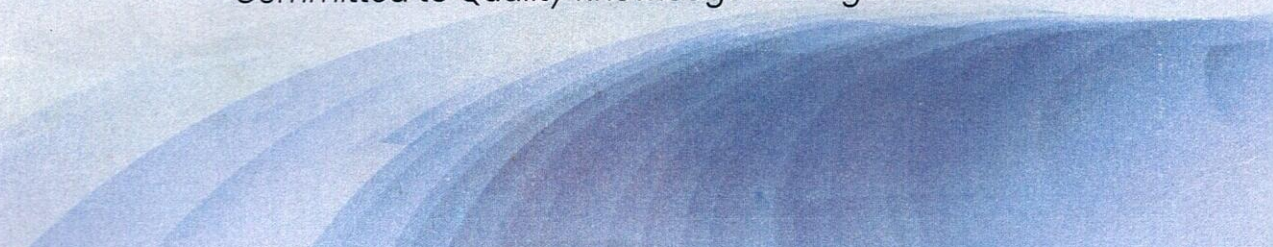
Under the Themes on

- ⚙ Performance-based Management
- ⚙ Improved Service Delivery
- ⚙ Transparent, Efficient & Effective Public Office
- ⚙ Entrepreneurship, Skills & Employment



**Bangladesh Public Administration Training Centre (BPATC)**

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26<sup>th</sup> Policy Planning and Management Course  
(27 April 2025 – 08 May 2025)

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26th PPMC

## Presentation of Reform Initiative Implementation Action Plans (RIIAP)

**Thematic Group:** Performance & Result-based Management (PRM) **Time:** 8:30 am -10:40 am

**Chairperson**

**Dr. Md. Shahidullah, Rector (Secretary)**

National Academy for Development Administration

### Reform Initiative Owners (RIOs)

*Committed to implement the Pilot in 3 months*



6555

**Md. Imtiaz Hossain**

Improving Performance of BEPZA's Engineering Dept through Delegated Financial Power



6559

**Nafriza Shayma**

Generating Income through Promoting Cultural Diversity: Piloting with Sautal Community



7680

**Abul Khair Mohammad Salehuddin**

Improving the Performance of Matarbari Port Dev. Project through Developing a Guideline/SOP



6344

**Dr. Md Golam Kabir**

Developing Performance Indicators Model in Electoral System: Pilot with an election in school/club/association



20241

**Md. Aziz Taher Khan**

Increasing MOCSL's Revenue: Developing a Model with Piloting





**Md. Imtiaz Hossain**  
**Additional Secretary**  
**Section - A**  
**Roll Number- 108**

**26 th Policy, Planning and Management Course (PPMC)**  
**BPATC**

# Reform Initiative Implementation Action Plan

## Topic

Improving Performance of Engineering Department of  
BEPZA through Reformed Delegated Financial Power



# BEPZA

Bangladesh Export Processing Zones Authority  
An Organization of Chief Adviser's Office

## Reform Theme

Performance and Result – based Management

# Identification of the Problem

Prevailing Delegation of Financial Power regarding Engineering Works is not effective. It creates efficiency loss. So this Delegation of Financial Power needs to be made rational.



## Dimensions of Consideration

- Administrative Approval of Works
- Financial Approval of Cost Estimate
- Approval of Procurement
- Approval of Bill placed
- Among the Dimensions of Consideration Approval of Bill placed be selected for Reforming.

## Action Plan

- (i) Prevailing Delegation of Financial Power will be reviewed.
- (ii) Stakeholder Consultation and Collection of data.
- (iii) Presentation and Analysis of data.
- (iv) Findings of Stakeholder Consultation will be reviewed by Engineering Department.

## Action Plan

(v) Preparation of Draft Proposal for revising Delegation of Financial Power.

(vi) Finalization of Draft Proposal for revising Delegation of Financial Power by consultation with Engineering Department.

(vii) Final Draft of Proposal will be sent to Executive Board of BEPZA.

(viii) Approval of Final Draft of Proposal by the Executive Board of BEPZA.

## Action Plan

(ix) Final copy of Delegation of Financial Power will be published by Administration Department .

(x) Printed copy of Delegation of Financial Power will be issued to concerned office and officers published by Administration Department.

Delegation of Financial Power in the case of Bill Approval  
for Procurement of Works under Revenue and ADP Budget  
(Prevailing)

| Field of Works | Authority                 | Extent (Taka)                                    |
|----------------|---------------------------|--------------------------------------------------|
| 1. Zone        | (i) Executive Chairman    | Full                                             |
|                | (ii) Member (Engineering) | Up to 50.00 lac (Each Running Bill & Final Bill) |
|                | (iii) Executive Director  | Up to 5.00 lac                                   |
| 2. Project     | (i) Executive Chairman    | Full                                             |
|                | (ii) Member (Engineering) | Up to 50.00 lac (Each Running Bill & Final Bill) |
|                | (iii) Project Director    | Up to 5.00 lac                                   |



Delegation of Financial Power in the case of Bill Approval for Procurement of Works, Goods and Services under Revenue and ADP Budget **(Proposed)**

| Field of Works | Authority                 | Extent (Taka)                                     |
|----------------|---------------------------|---------------------------------------------------|
| 1. Zone        | (i) Executive Chairman    | Full                                              |
|                | (ii) Member (Engineering) | Up to 80.00 lac (Each Running Bill & Final Bill)  |
|                | (iii) Executive Director  | Up to 10.00 lac                                   |
| 2. Project     | (i) Executive Chairman    | Full                                              |
|                | (ii) Member (Engineering) | Up to 100.00 lac (Each Running Bill & Final Bill) |
|                | (iii) Project Director    | Up to 15.00 lac                                   |

# Stakeholders of the Initiative

- (i) Executive Board
- (ii) Engineering Department
- (iii) Finance Department
- (iv) Administration Department
- (v) Executive Director of 8 zones
- (vi) Project Directors of 3 Projects
- (vii) Engineering Procurement and Construction Contractors

# Pilot Project and Details of Activities

## Pilot Project

The above activities will be carried under the Pilot Project. The duration of Pilot Project will be 3 months ; From 10 June 2025 To 9 September 2025. Budget of the Pilot Project will be funded by BEPZA.

## Details of Activities

- (i) Reviewing of Delegation of Financial Power – From 10 June 2025 to 20 June 2025.  
Venue - BEPZA Executive Office , Dhaka
- (ii) Consultation with the stakeholders - From 21 June 2025 to 30 June 2025.  
Venue - BEPZA Executive Office , Dhaka
- (iii) Findings of stakeholder consultation and prevailing delegated value will be analyzed by Engineering Department - From 1 July 2025 to 10 July 2025.  
Venue - BEPZA Executive Office , Dhaka

## Details of Activities

(iv) Preparation of Draft proposal and Final Draft proposal – From 11 July 2025 to 20 July 2025.

(v) Proposal sending to Executive Board - From 21 July 2025 to 31 July 2025.

(vi) Approval of Executive Board - From 1 August 2025 to 20 August 2025.

(vii) Publishing of Final Copy by Administration Department - From 21 August 2025 to 5 September 2025.

(viii) Issuing Final Copy by Administration Department - From 6 September to 9 September 2025.

# Potential Barriers and strategies to overcome

## Potential Barriers

- (i) Variation in opinion of stakeholders in the case of delegated values.
- (ii) Executed Board of BEPZA may not consider this proposal entirely for Approval.



## Strategies to overcome

- (i) Opinion of stakeholders about delegated value and prevailing delegated value will be analyzed and reviewed by the Engineering Department to overcome the potential barrier.
- (ii) Smart presentation will be demonstrated by the Chief Engineer before the Executive Board to make the Board understood the necessity of the Proposal.

## Strategies for Sustainability

- (i) The revised Delegation of Financial Power will be simple but comprehensive.
- (ii) It will be applicable for all stakeholders concerned.
- (iii) Outcomes of the revised Delegation of Financial Power will be presented in the Coordination Meeting of BEPZA regularly and Feedback will be received.
- (iv) The Feedback will be reviewed by the Engineering Department and accordingly necessary steps will be taken.

## Conclusion

By the Reform of Delegation of Financial Power in the case of Bill Approval for Procurement of Engineering Works all stakeholders will be benefitted at their desired level.

THANKS

**Guideline to Promote Cultural Entrepreneurship and  
Employment:**

**THE CASE OF THE SANTAL  
COMMUNITY IN BANGLADESH**

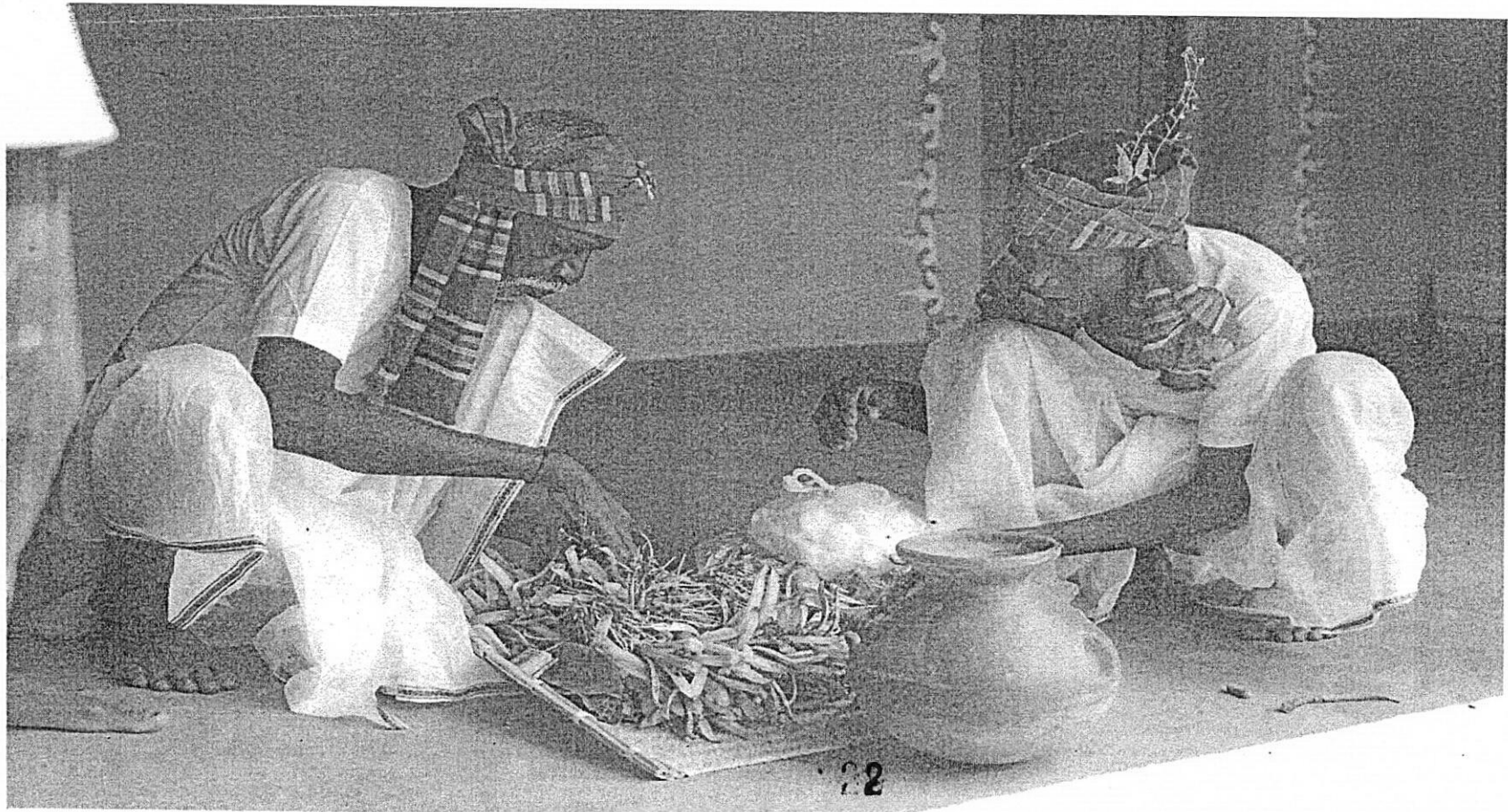


**21** Nafriza shayma  
Additional secretary  
Ministry of Cultural affairs



# Rational Background

The Santal community, one of the largest Indigenous groups in Bangladesh, possesses a rich cultural heritage and deep-rooted traditions. Despite this, they remain economically and socially marginalized, particularly in rural areas like Tanor Upazila in Rajshahi.



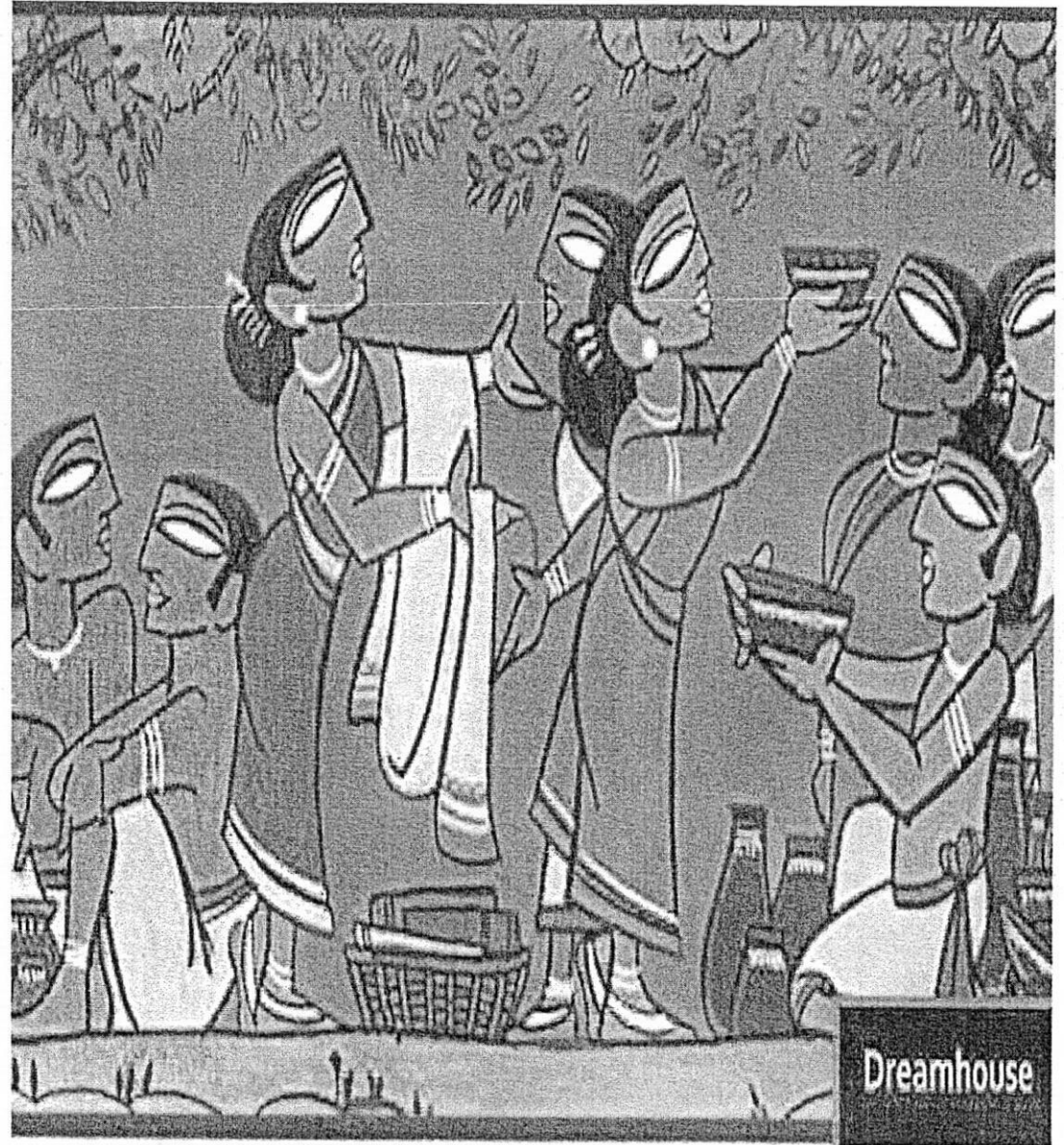


# Rational Background

- Limited access to education,
- Land rights,
- Financial resources,
- Employment opportunities

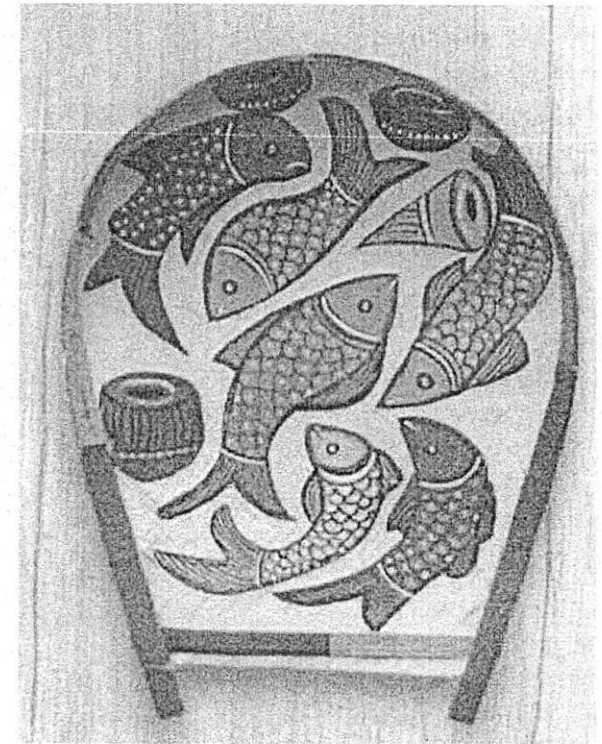
## Objectives

- Promote cultural entrepreneurship
- Facilitate sustainable employment through public-private collaboration.
- Preserve Santal cultural heritage as an economic asset.
- Reduce socioeconomic marginalization and foster inclusive development.



# Policy Component

- Capacity Building and Skill Development
- Infrastructure and Resource Support
- Digital Platforms and Marketing
- Stakeholders and Roles
- Implementation Strategy
- Expected Outcomes
- Monitoring and Evaluation



# Stakeholders and Roles

| Stakeholder                              | Role                                                  |
|------------------------------------------|-------------------------------------------------------|
| <b>Government (Local &amp; National)</b> | Policy design, funding, infrastructure, regulation    |
| <b>Private Sector</b>                    | Investment, mentoring, marketing, supply chains       |
| <b>NGOs/CBOs</b>                         | Community mobilization, capacity building, monitoring |
| <b>Academic Institutions</b>             | Curriculum design, research, training                 |
| <b>Santal Community Leaders</b>          | Cultural knowledge, leadership, coordination          |



# Implementation Strategy



## Phase 1:

Needs Assessment and Partnership Development  
(0–6 months)

- Conduct participatory needs assessments
  - Identify pilot regions (Tanor Upazila)
- Form multi-stakeholder task force

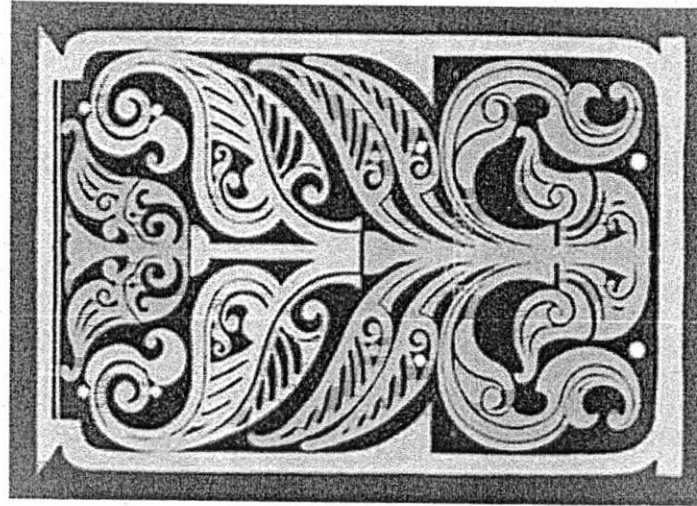
# Implementation Strategy: Phase 2



## Program Launch (6–24 months)

- Initiate training programs and enterprise development
- Launch cultural centers and pilot PPP projects
- Begin marketing campaigns and digital platforms

# Implementation Strategy: Phase 3



## Evaluation and Scaling (24–36 months)

- Monitor impact (economic, cultural, social)
  - Adjust policy mechanisms as needed
- Cultural Policy 2006.
- SDGs alignment.



# Expected Outcomes



- Increase in Santal-owned cultural enterprises
- Enhanced employment and income levels in Santal areas
- Preservation and revitalization of cultural heritage
- Strengthened social cohesion and community pride
- A replicable PPP model for cultural development

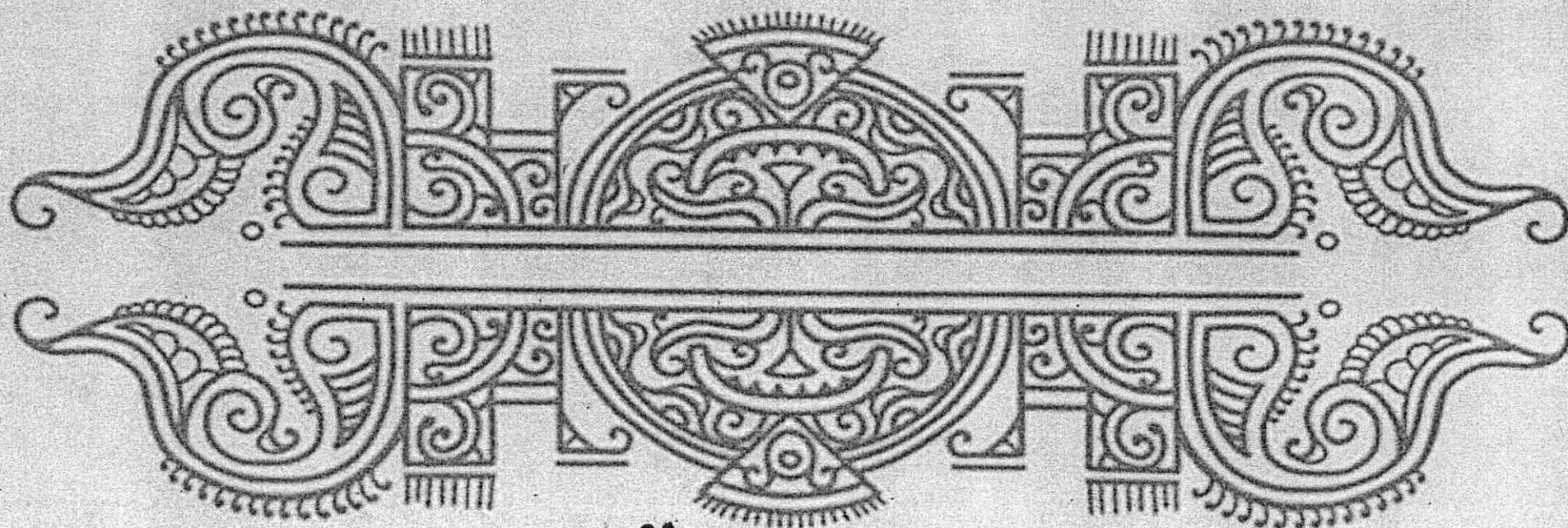
# Monitoring and Evaluation

Key indicators:

- Number of cultural enterprises established
- Employment rates among Santal youth
- Community satisfaction surveys
- Volume of cultural exports or tourist visits
- Participation of women and marginalized subgroups
- Annual reviews and independent audits will ensure transparency and effectiveness.



# Thank you



১৭

সংস্কার উদ্যোগ বাস্তবায়ন কর্মপরিকল্পনা - সউবাক  
(Reform Initiative Implementation  
Action Plan - RIIAP)

Monitoring Guidelines for the Matarbari Port  
Development Project (MPDP).

- উদ্যোগী কর্মকর্তার নাম: AKM SALEHUDDIN
- পদবি: Additional Secretary
- কর্মস্থল: Ministry of Shipping

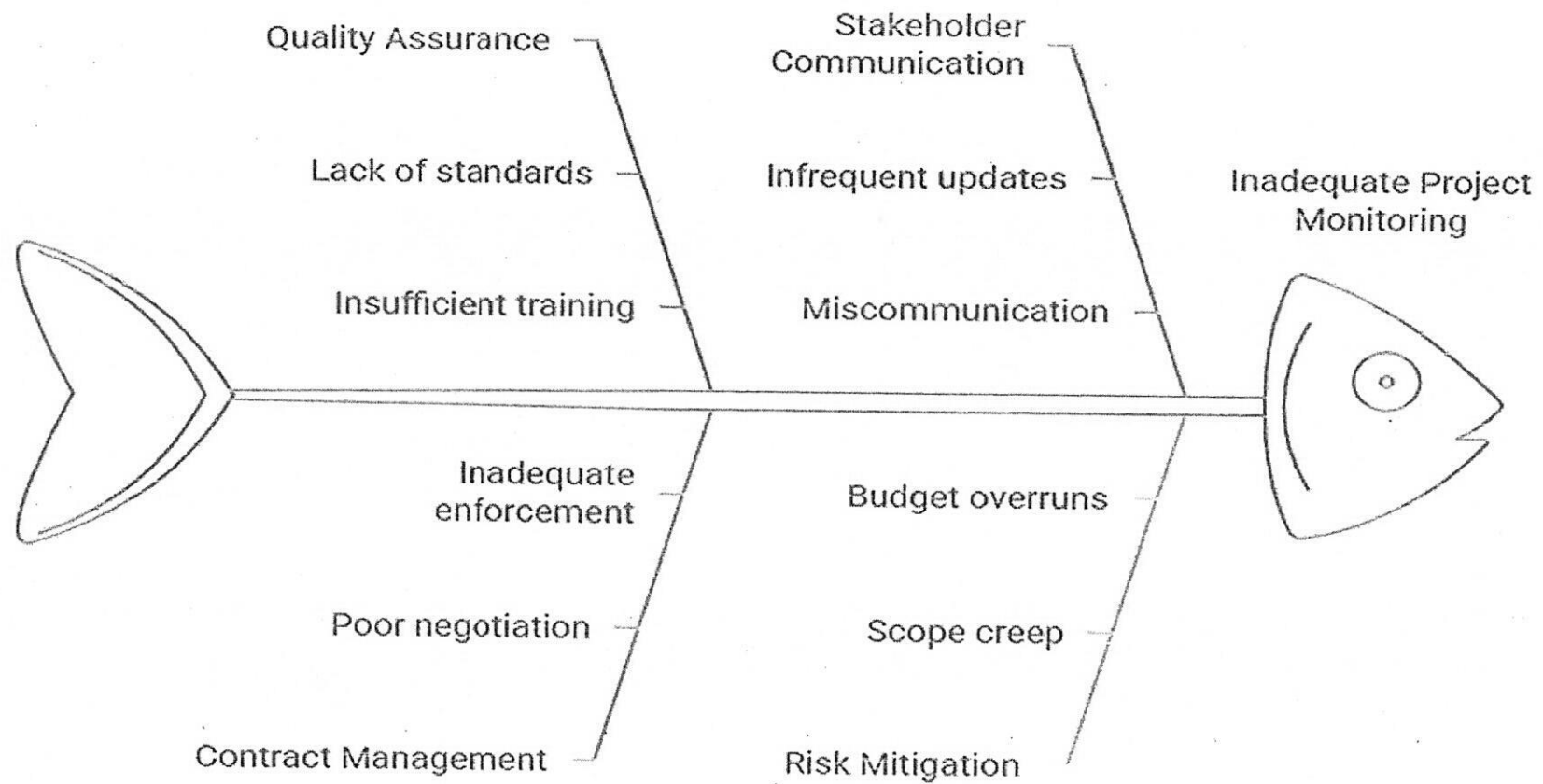


## ১. গভর্নেন্স সমস্যার বর্ণনা (Problem Identification)

- In Bangladesh, project monitoring has not been received the attention it deserves.
- Project managers/stakeholders usually give emphasize on physical progress and cost or time but they don't focus on the quality aspects of a physical infrastructure development project.
- Project Managers simply miss the contract management, inter dependency of different tasks or activities, resource management, environment and social safety management, disaster risk or hazard management, challenge management, and stakeholder's communication etc.
- Without proper monitoring, it becomes difficult to track and control changes to the project scope. This can lead to scope creep, where the project gradually expands beyond its original boundaries. As a result, the project may exceed its budget and timeline, causing delays and increased costs.



## Improving Project Outcomes in Bangladesh



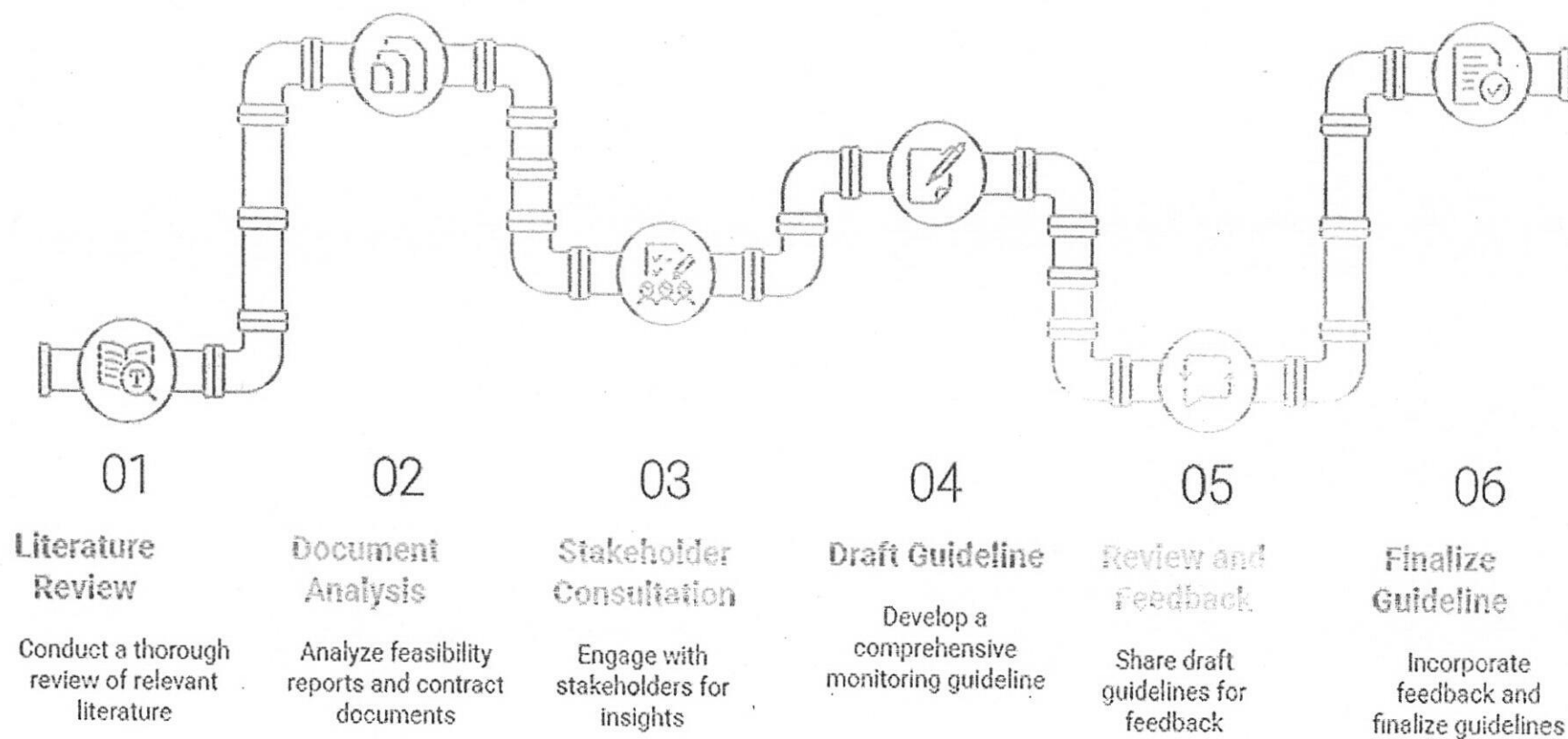
Dr. Faruk Hossain

## ২. সংস্কার উদ্যোগের বর্ণনা (Wayout & Result)

### Action Plan

- Literature Review in the Website
- Review Feasibility Study Report, Master Plan, JICA Financing Agreement and DPP
- Review Major Contract Documents, Detailed Design & Drawings, Technical Specifications and BoQ of Major Components, Items or Activities of Civil Works.
- Review and study of relevant documents and Information such as Technical Standards, Environment and Social Safeguard Management Framework, Relevant Govt. Acts/Policies/Rules & Regulations etc.
- Review the Responsibilities, Tasks and Duties, and Reporting & Time Schedule of Project Management Team, and Project Consultant Team
- Site Visit and Stakeholders Consultation
- Draft a Guideline for monitoring the civil works of MPDP
- Review the draft guidelines for Standardization and Completeness by the Stakeholders, Professionals and Academicians
- Validation and Finalization of the Guideline

## Civil Works Monitoring Process



## ৩. সংস্কার উদ্যোগের প্রস্তাবিত পরিসংখ্যান

(ক) পাইলট সংস্কার উদ্যোগের শিরোনাম: Monitoring Guidelines for the Matarbari Port Development Project(MPDP).

(খ) কোন্ প্রতিষ্ঠান উদ্যোগটি বাস্তবায়ন করবে? Chattagram Port Authority (CPA)

(গ) কোথায় পাইলটিং হবে? Matarbari Port Development Project (MPDP).

পাইলটিং বিবেচনার যৌক্তিকতা কী? Since the ECNEC approval in 27 April 2020, the Project has been revised twice with 2 years extension of implementation period to 30 Dec2028. So far Contracts have been signed for the package of Civil Works for Port Construction, and Consultancy Services, and the package for Procurement of Equipment is in the Bid Evaluation stage. Physical works is going to be started soon.

At this stage, a guideline is essential for effective and efficient project implementation monitoring and it's successful completion within the approved time and expenditure.

(ঘ) পাইলটিং কখন শুরু এবং কখন সমাপ্ত হবে? June 2025 Aug 2025



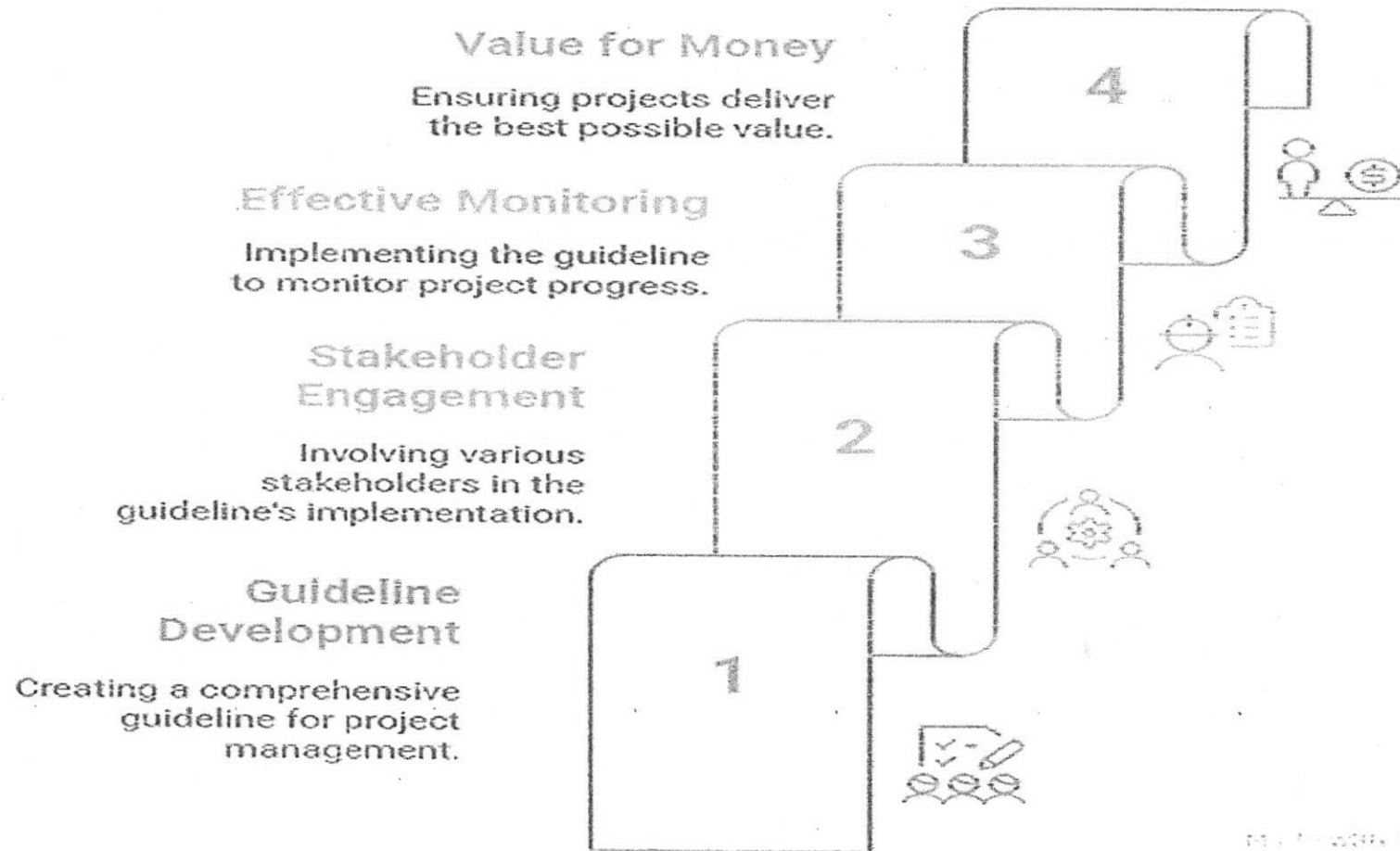
### ৩. সংস্কার উদ্যোগের প্রস্তাবিত পরিসংখ্যান

(ঙ) পাইলটিং এর ফলে কতজন ব্যক্তির কী উপকার হবে এবং কী পরিমাণ অর্থের সাশ্রয় হবে?

- The **Project Management Setup** will be directly benefited from this guideline. The guideline will help them monitoring the project implementation effectively and efficiently.
- The guideline will also be useful to the **International Experts, Construction Supervision Consultant**, top management of **CPA and MoS** for close monitoring the project implementation. About 30-40 persons will be benefited from the guideline directly or indirectly.
- Though the guideline could not be able to save money directly from the project, but value for money can be achieved by following it properly during implementation of the project.



## Enhancing Project Management Setup



## Project Management Roles



FIGURE 5.10

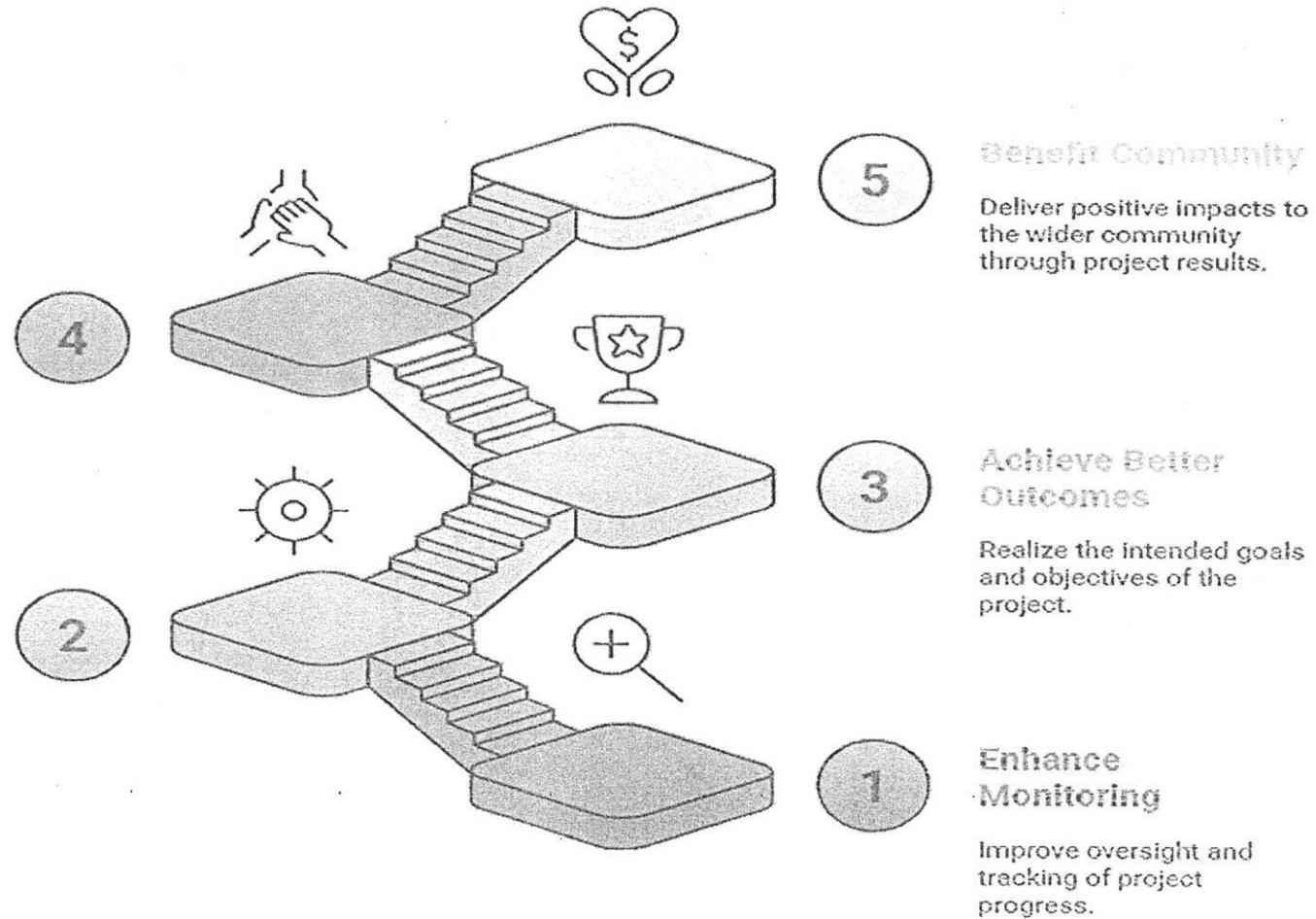
## Achieving Project Success

### Collective Effort

Foster collaboration among stakeholders for unified success.

### Improve Efficiency

Streamline processes to reduce waste and increase productivity.

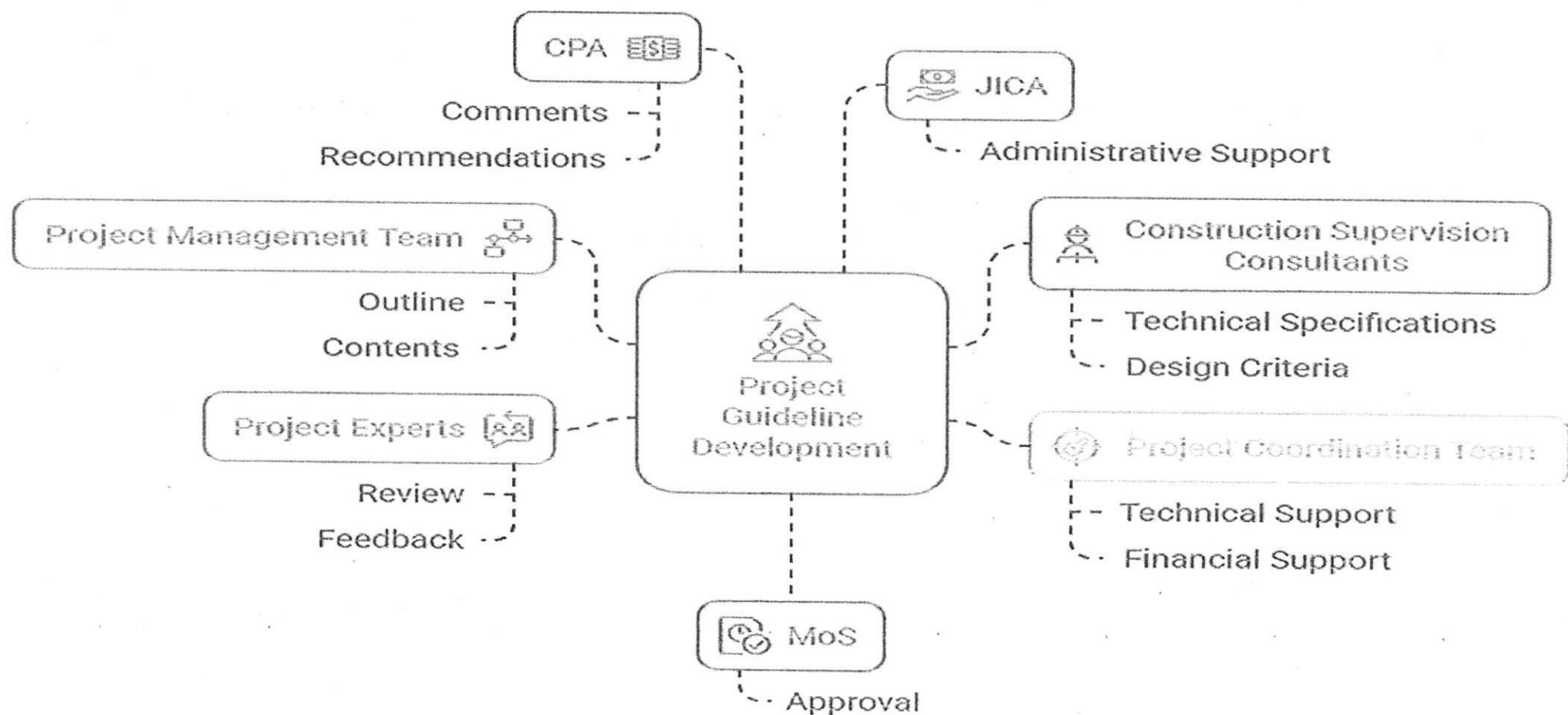




## ৪. পাইলট বাস্তবায়নের সাথে কারা-কারা সম্পৃক্ত হবেন এবং তাদেরকে কীভাবে কাজে লাগানো যাবে? (Stakeholder Analysis & their Management)

| Sl. No. | Stakeholders                                                                   | Roles / Expectations                                                                                                       | Remarks                      |
|---------|--------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|------------------------------|
| 1.      | Project Management Team of MPDP                                                | Outline and contents of the Guideline                                                                                      | PIU                          |
| 2.      | Construction Supervision Consultants of the Project (MPCT)                     | Technical Support (major specifications, design criteria & standards, and Testing requirements etc.) and Draft a Guideline | Technical Assistance of JICA |
| 3.      | Project Coordination Team of JICA (MPDPCT)                                     | Technical and financial Support for drafting a Standard Guideline                                                          | Technical Assistance of JICA |
| 4.      | JICA                                                                           | Administrative support for the Guideline                                                                                   | Development Partner          |
| 5.      | Project Experts/ PDs of similar projects/Experts, Professionals & Academicians | Review, feedback and comments                                                                                              | Third Party                  |
| 6.      | CPA                                                                            | Comments and Recommendations                                                                                               | Executing Agency             |

## Stakeholder Roles in Project Guideline Development





## ৫. পাইলট সংস্কার বাস্তবায়নে বিভিন্ন ধরনের রিসোর্স কীভাবে কী প্রয়োজনে কাজে লাগানো হবে? (Resource Mobilization)

| Sl. No. | Resources                                                                                                                                                                                                                                                                          | Utilization /Expected Support                   |
|---------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|
| 1.      | Project Management Team of MPDP                                                                                                                                                                                                                                                    | Initiator and Coordinator                       |
| 2.      | Project Coordination Team (MPDPCT)                                                                                                                                                                                                                                                 | Technical Support and Guidance                  |
| 3.      | Project Consultant Team (MPCT)                                                                                                                                                                                                                                                     | Executive of the Reform Initiative              |
| 4.      | JICA                                                                                                                                                                                                                                                                               | Administrative and Financial Support            |
| 5.      | CPA, MoS                                                                                                                                                                                                                                                                           | Recommendations and Approval                    |
| 6.      | Stakeholders, Experts, Professionals and Academicians                                                                                                                                                                                                                              | Validation for Standardization and Completeness |
| 7.      | All Project Documents such as Feasibility Report, Master Plan, JICA Financing Agreement, DPP, Design & Drawings, Technical Specifications and BoQ, Contract Documents, Environment and Social Safeguard Management Framework, Relevant Govt. Acts/Policies/Rules & Regulations etc | Basis for the Guideline                         |



## ৬. সংস্কার উদ্যোগটি সফলভাবে বাস্তবায়নের লক্ষ্যে বিস্তারিত কার্যক্রম (Details of Activities)

| Sl. No. | Activities                                                                                                                                                                                                                                                                                                               | Responsibility                                             | Timeline              | Role /Remarks                         |
|---------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------|-----------------------|---------------------------------------|
| 1.      | Meeting and discussion among the Project Management Team, Project Supervision Consultant Team (MPCT) and JICA Project Coordination Team(MPDPCT)                                                                                                                                                                          | Project Management Team of MPDP                            | 1 week, 7June 2025    | Reform Initiation                     |
| 2       | Collection, review and study of Project related documents and Information such as Design and drawings, Technical Specifications, Technical Standards and BoQ, Contract Documents, JICA Financing Agreement, Environment and Social Safeguard Management Framework, Relevant Govt. Acts/Policies/Rules & Regulations etc. | Project Management Team and Project Consultant Team (MPCT) | 4 weeks, 30 June 2025 | Literature Review and Data Collection |
| 3.      | Review and Analyze the Responsibilities of the Project Management Team, Tasks and Duties, and Reporting & Time Schedule of Project Consultant Team                                                                                                                                                                       | Project Management Team and Project Consultant Team (MPCT) | 1 week, 23 June 2025  | Task Analysis for the RII             |
| 4.      | Prepare Outline, Chapter, Package, Annexure and other contents of the Guideline                                                                                                                                                                                                                                          | PD and Team Leader of Project Consultant Team (MPCT)       | 1 week, 30 June 2025  | Fixation of Extent of the RI          |



## ৬. সংস্কার উদ্যোগটি সফলভাবে বাস্তবায়নের লক্ষ্যে বিস্তারিত কার্যক্রম (Details of Activities)

| Sl. No. | Activities                                                                                                                                      | Responsibility                                                                                                 | Timeline              | Role/ Remarks                       |
|---------|-------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|-----------------------|-------------------------------------|
| 5.      | Provide Administrative Support for drafting a Standard Guideline for Civil Works Monitoring                                                     | JICA                                                                                                           | 1 week,<br>07 July 25 | Administrative Approval             |
| 6.      | Provide Technical and Logistic Support (major specifications, design criteria & standards, and Testing requirements etc.) and Draft a Guideline | Construction Supervision Consultant Team(MPCT) and Project Coordination Team of JICA (MPDPCT)                  | 5 weeks,<br>07 Aug 25 | Development of RI (Draft Guideline) |
| 7.      | Review, Feedback and Comments for improvement, comprehensiveness and ease of implementation                                                     | Project Management Team, Team Leader of MPCT, PDs of similar Projects, Relevant Professionals and Academicians | 2 weeks,<br>23 Aug 25 | Review and Third Party Validation   |
| 8.      | Overall Comments and Recommendations                                                                                                            | Chairman, CPA                                                                                                  | 1 week,<br>23 Aug 25  | Recommendation                      |
| 9.      | Approval                                                                                                                                        | Sr. Secretary, MoS                                                                                             | 1 week,<br>30 Aug, 25 | RI Finalization/ Completion         |

## Project Management Timeline for Reform Initiation

**June 7, 2025**  
Meeting and discussion  
among teams



**June 23, 2025**  
Task analysis for the RII

**June 30, 2025**  
Fixation of extent of the RI



**June 30, 2025**  
Literature review and data  
collection

**July 7, 2025**  
Administrative support for  
drafting guideline



**August 7, 2025**  
Development of RI (Draft  
Guideline)

**August 23, 2025**  
Overall comments and  
recommendations



**August 23, 2025**  
Review and third-party  
validation

**August 30, 2025**  
RI finalization/completion



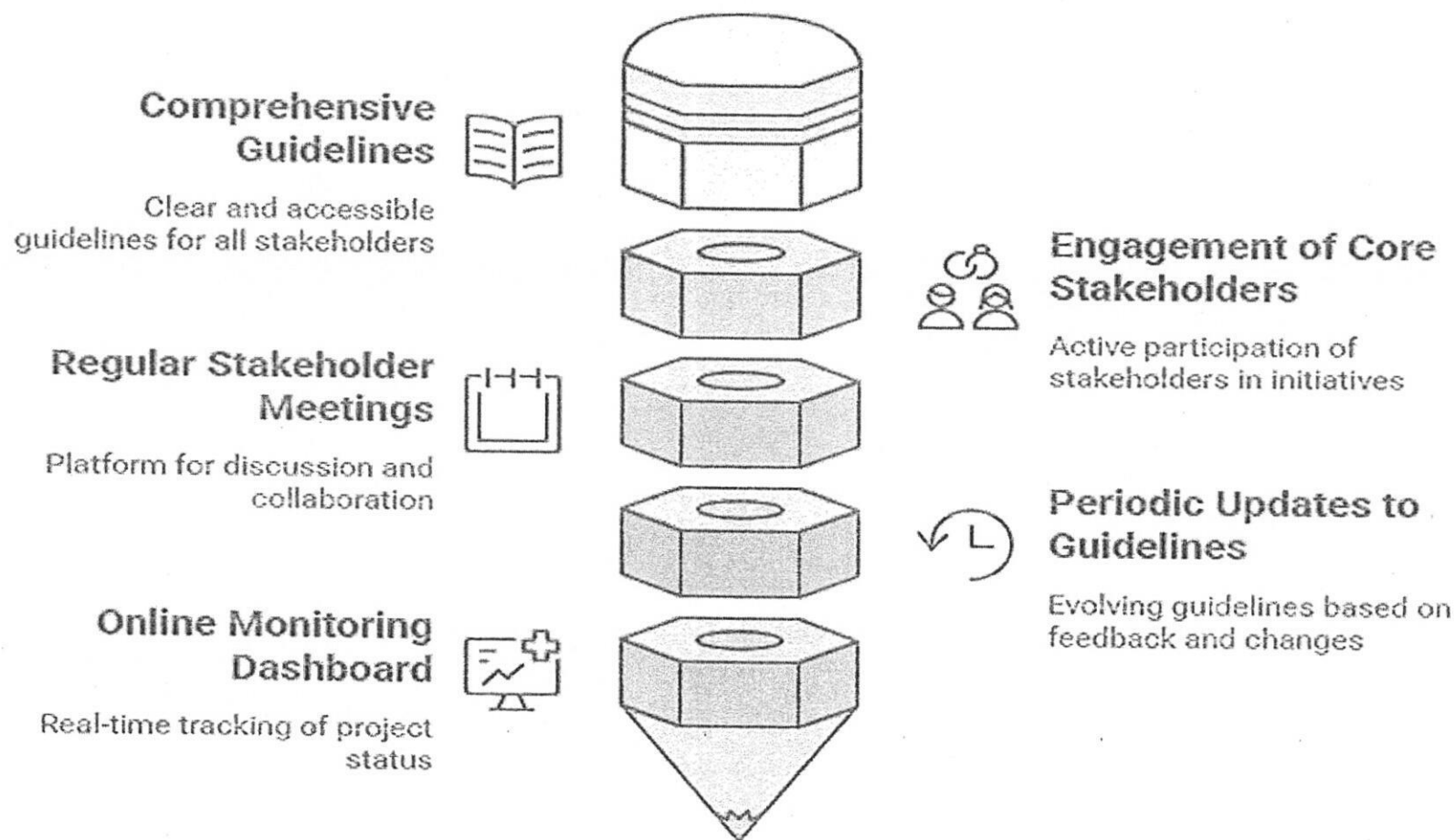


৭. পাইলট সংস্কার উদ্যোগটি এগিয়ে নিয়ে যাওয়া, অভীষ্ট গ্রুপের নিকট এটিকে জনপ্রিয় করা, মনিটরিং কার্যক্রম টেকসইকরণ বিষয়ে কী-কী কৌশল গ্রহণ করা হবে?  
(Sustainability Strategies)

Sustainability Strategies:

- The Guideline will be Simple but Comprehensive
- It will be useful for the core Stakeholders
- Regular meeting will be arranged among the Stakeholders
- The Guideline will be updated periodically, if necessary
- A Dashboard will be prepared for online monitoring of the Project Status

## Building a Robust Sustainability Framework



# (Reform Initiative Implementation Action Plan - RIIAP)

- Dr.Md.Golam Kabir
- Additional Secretary
- Ministry of Defense

Title: Reforming the existing election system of governing body chairman of secondary high school.

(Problem Identification)

Education is the backbone of our society. Educational institutions require right direction. Misgovernance exists in the election of the governance body chairperson. We need a right man in right place. In educational organization stakeholders both student and teacher need a proper guardian. If a person elected in an institution as a chairman who is unethical, not experienced, not qualified, power hungry in such activities then the institution and as a whole the society will be affected and education will be hampered. Indirectly surrounding community will be dishearten. Present voting system gives a wrongly decision. The person who has illegal money influenced voters and get elected in corrupt way. Back-end in our society ill motivated people make an environment stimulating people to do such unethical activities.



# What causes the problem?

People who are competing to have the position of chairman of the government body of the school sometimes use illegal money and political mechanism for election engineering and for this way of election process voter are illegally motivated and voting their interested person. Ethical values and level of financial structure of the Society, community and cultural fabrics are especially liable for this vulnerable mis-management system of Gb chairman election system. Political issues and mechanism directly and indirectly connect this mechanism.

# Action plan for solving the problem and its impact:

| ACTIONS                                                                                                                                                              | RESPONSIBILITY | DATE LINE to implement this plan | Bbudget and resource                  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|----------------------------------|---------------------------------------|
| Direct voting(50% weightage)                                                                                                                                         | UNO            | Within three months              | Shambupura secondary high SCHOOL FUND |
| Personal characteristics analysis such as education,involvement in educational sectors,involvement in social activities,financial ability,honesty etc(50% weightage) |                |                                  |                                       |

Changing the only direct voting system, we can reform it splitting it into two way such as 1) 50 % marking for direct voting method; 2) 50% marking for analyzing competitors characteristics such as academic background, social service background, previous involvement in educational sectors activities, financial ability and honesty. Through this system an ideal person will be elected and will not be biased. He will be able to decide what he thinks. Only he will give emphasis in developing the quality of this institution. Because he has a past background regarding institute, Education and social activities. His born as chairman in this institute is in a right way. His presence will make the institution eradicate corruption and politics. It will remove the bad impression of the stakeholder regarding the chairman elected only in a direct election system. It may impact in our local union parisod election and also national level election. It may positively affect in other election system in business sector even all over the society.

# SWOT ANALYSIS

## Strength:

This school has a good-looking campus, good infrastructure and valuable assets such as land, building and garden. Its location is nearest to capital Dhaka. Road Communication to district and upazila is well enough. For this reason, geographically it has an importance. Quality teachers are getting employed here. This school shows good result in consider to other school. Good students are studying in this school. In this school teachers collaborate and share best practices and lead to improved teaching and learning. Some teachers are passionate about their work and dedicated to student success create a positive learning experience. School offers valuable services beyond academics, such as counseling, extracurricular activities, or special programs. A positive and inclusive learning environment promotes student success and well-being. Management of this school tries always to cope up with the rules and regulation of government. Most of the people living surrounding area of this school are businessman and rich. They are financially solvent and always helpful.



# WEAKNESS

Quality teachers get ultimately better chance and then leave this job of this school. So, for a short time quality teacher stay here. Some teachers are not passionate about their work and not dedicated to student success create a negative learning experience. Even Not all teachers are proficient in using technology, so it limits the use of modern teaching methods. Businessmen of the surrounding of the community involved in any politics and connected to the managing committee. Their involvement with managing committee sometimes creates chaotic situation. For this reason, Internal administration of this school is badly affected. For this reason, educational environment is affected anyway. In our society every sector is experiencing the effect of politics. Chairman who is elected by only direct election is somehow engaged in any politics. Their background quality is not from the characteristics related to education at all.

# OPPORTUNITY AND THREAT

OPPORTUNITY: Government fund is limited. Sometimes community people share their hands to success some program. Always this school tries to cope up with the positive changes.

Threats: There are other schools in the surrounding area of this upazila. So it is to face competition with other other school.

# PESTLE

## Political Factors:

This school is under MPO from government. So, government has anyhow control over it. A government initiative creates the risk that the school may fail to deliver the policy or be diverted away from local priorities etc. Chairman elected by direct election is somehow connected to power party and he uses such flavors to administer the management system of this school. Power party has direct linkage to government. Some teachers are borne through political networking. Some People of the society are directly related to power politics and other political parties. They observe the activities of this school. People living in the surrounding community are becoming affected by corrupt political flavor. So, their connection to chairman makes the environment polluted. Political Factors are all about how and to what degree a government intervenes in the economy of educational institutions. This can include – government policy, political stability or instability in the country. It is clear from the above that political factors often have an impact on educational institute. School needs to be able to respond to the current and anticipated future legislation, and adjust their approach and policy accordingly. Sometimes chairman of this school does not care about laws and regulation regarding school management.

## Economical factors:

Factors include – economic growth, interest rates, exchange rates, inflation, disposable income of consumers and businesses and so on. Central or local government funding decisions may affect school/establishment finances. Economic factors have a significant impact on how a school does operate its educational goal and future activities. This school is under MPO from government. Economic growth and inflation have an impact on salary and other expenditure of this school.



# Social Factors:

Also known as socio-cultural factors, they are the areas that involve the shared belief and attitudes of the population. These factors include – population growth, age distribution, health consciousness, career attitudes and so on. These factors are of particular interest as they have a direct effect on educational sectors. In this school teacher teaches student to respect their senior and belove their junior.This thing impacts directly in the surrounding area. In covid-19 good lesson regarding health issue is delivered in this school.This massage is broadcasted to nearest area.Culturally our society learned from this initiatives.

## **Technological Factor:**

Technological landscape changes and how this impacts the way we need to use in educational sector. Class room facilities and others administrative activities of this school are used by technological know- how.In covid-19 physical class was stopped but virtual class was continued that time .Sometimes management of this school uses technological devices for their important issue when they need.

## Environmental Factors:

This school always respects and maintain all government's rules and regulation regarding environment the. Teachers and students are aware of the government policy regarding environment. No harmful environmental issue is availing in the campus. Time to time they follow the government's rule and regulation. They maintain and implement different day regarding environment. Students are learning various issues regarding environment.

## Legal factors :

Legal factors include - health and safety, equal opportunities, advertising standards, educational policy and laws. It is clear that school need to know what is and what is not legal in order to run efficiently the activities of school. This school is loyal to the instruction given by government. All students are given advise to maintain health rules. Equal opportunity for boys and girls is given in this school.

**Title of the RIIAP: “How to Increase Revenue Collection” of  
Mailing Operator and Courier Service Licensing Authority**

**Name of Initiator: Md. Aziz Taher Khan**

**Designation: Chairman (Additional Secretary)**

**Workplace: Mailing Operator and Courier Service Licensing Authority**

**Post and Telecommunication Division**



## RIIAP: How to Increase Revenue Collection

### Problem Identification

(গভর্নেন্স সমস্যার বর্ণনা: সমস্যার কারণ ও ফলাফল উল্লেখ করুন)

#### Problem Identification

- ❖ A major problem is insufficient revenue collection.
- ❖ Another problem is a lack of coordination between the Authority and MOCS organizations.
- ❖ Ambiguity in the MOCSLA Regulations.
- ❖ Shortage of Manpower.
- ❖ No sufficient information to forecast future projections.
- ❖ No awareness/innovation program of the Authority and MOCS organizations, etc.

*MOCS = Mailing Operator and Courier Service, MOCS = Mailing Operator and Courier Service licensing Authority*



## RIIAP: How to Increase Revenue Collection

### 1. Problem Identification

(গভর্নেন্স সমস্যার বর্ণনা: সমস্যার কারণ ও ফলাফল উল্লেখ করুন)

| Causes of the Problem |                                                                                                                                                                                                                                                                                                                                                                         |
|-----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                       | <ul style="list-style-type: none"><li>❖ Newly created organization.</li><li>❖ The organogram of manpower recruitment not yet approved.</li><li>❖ Not willing to pay due to ambiguity in the Regulations.</li><li>❖ Frequent transfer of experienced manpower.</li><li>❖ No available data for further uses.</li><li>❖ Insufficient sensitization program etc.</li></ul> |

## RIIAP: How to Increase Revenue Collection

### 2. Way-out & Result (সংস্কার উদ্যোগের বর্ণনা: পাইলটিং বিবেচনায় নিয়ে সমস্যা সমাধানের উপায় ও ফলাফল উল্লেখ করুন)

#### Way-out

- ❖ Analyze the previous data.
- ❖ Setting revenue collection targets for the existing employees.
- ❖ Visit frequently mailing and courier service organizations
- ❖ Conduct a meeting with the mailing and courier service organizations.
- ❖ Taking the initiative to register the non-registered mailing and courier service organizations.
- ❖ Issue letter to registered organizations;
- ❖ Conduct a workshop/seminar/awareness program with a mailing and courier service organization.
- ❖ Revise existing Regulations (more time required).
- ❖ Develop an ERP System (In the future).
- ❖ Introduce an Incentive mechanism (Certificate/Reward/Thanks letter, etc.)

## RIIAP: How to Increase Revenue Collection

### 2.Way-out & Result ( সংস্কার উদ্যোগের বর্ণনা: পাইলটিং বিবেচনায় নিয়ে সমস্যা সমাধানের উপায় ও ফলাফল উল্লেখ করুন)

|        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|--------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Result | <ul style="list-style-type: none"><li>❖ More revenue generation.</li><li>❖ Confusion and gaps will be removed.</li><li>❖ The mailing and courier service organization is willing to pay on time.</li><li>❖ Increased number of registered organizations;</li><li>❖ Regulations will be clearer to the MOCSLA and the mailing &amp; courier service organization;</li><li>❖ All information are available, which will help all stakeholders.</li><li>❖ ERP system preparation will start.</li></ul> |
|--------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|



## RIIAP: How to Increase Revenue Collection

### 3. Statistics of Proposed Reform Initiative (সংস্কার উদ্যোগের প্রস্তাবিত পরিসংখ্যান)

|                                                        |   |                                                                                                  |
|--------------------------------------------------------|---|--------------------------------------------------------------------------------------------------|
| a) Title of Proposed Reform Initiative                 | : | How to Increase Revenue Collection.                                                              |
| b) Which organization will take the reform initiative: | : | "Mailing Operator and Courier Service Licensing Authority"                                       |
| c) (i) Where it will be piloted:                       | : | 3 registered and 2 Non-registered mailing and courier service organizations.                     |
| (ii) Why will it be considered for Piloting            | : | To increase revenue collection from selected 5 MOCS organizations                                |
| d) When will piloting start and finish?                | : | Piloting will start on July 1, 2025, and will finish on September 30, 2025. And it will continue |
| e) Number of beneficiaries and financial gain          | : | All the citizens of Bangladesh are beneficiaries, and no extra cost will be incurred.            |



## RIIAP: How to Increase Revenue Collection

### 4. Stakeholder Analysis & their Management

(পাইলট বাস্তবায়নের সাথে কারা-কারা সম্পৃক্ত হবেন এবং তাদেরকে কীভাবে কাজে লাগানো যাবে?)

| Stakeholders                                                | Needs and Expectations                                                                                                        | Remarks |
|-------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|---------|
| MOCSLA Team                                                 | Meeting/workshop/seminar/Sensitization program etc. and arrange all the event.                                                |         |
| Representatives from mailing & courier service organization | Ensure Participation in Meeting/ workshop/ seminar/Sensitization program etc. and arrange all the event and valuable comments |         |
| Inspectors of MOCSLA                                        | Inspect 5 MOCS and give feedback to MOCSLA                                                                                    |         |
| Mailing & Courier service representatives                   | Send business statement to MOCSLA                                                                                             |         |
| Meeting with mailing & courier service association          | Participation in Meeting/ workshop/ seminar/ Sensitization program etc. and arrange all the event and valuable comments       |         |
| Representative from NBR                                     | We get information from NBR from their VAT/Tax information.                                                                   |         |
| Representative Law order Agency                             | In case of registration cancellation law and order agency might be required.                                                  |         |

# RIIAP: How Increase Revenue Collection

## 5. Resource Mobilization (পাইলট সংস্কার বাস্তবায়নে বিভিন্ন ধরনের রিসোর্স কীভাবে কী প্রয়োজনে কাজে লাগানো হবে?)

| Sl. No. | Resources                                                        | Mobilization/Use/Expected Support                                |
|---------|------------------------------------------------------------------|------------------------------------------------------------------|
| 1.      | Budget allocation in the specific Financial Code for programs.   | Cost for meeting/workshop/seminar etc.                           |
| 2.      | Budget allocation in the specific Financial Code for TA/DA.      | Allocation for MOCSLA Inspectors' TA/DA                          |
| 3.      | Mailing and courier service licensing authority regulations-2013 | Send revised regulations -2013 to PTD                            |
| 4.      | Budget allocation in the specific Financial Code for ERP System  | Cost for ERP preparation and O&M                                 |
| 5.      | Inspection Guidelines of MOCSLA                                  | Send revised regulations -2013 to PTD                            |
| 6.      | Feedback from Stakeholders                                       | MOCS, Associations of mailing & courier service organization.    |
| 7.      | Bank statement/verified challan copy                             | MOCSLA team and concerned officer for information                |
| 8.      | Send letter to MOCS org. and collect feedback                    | MOCSLA team and concern officer to recall their role and duties. |



# RIIAP: How to Increase Revenue Collection

## 6. Details of Action Plan (সংস্কার উদ্যোগটি সফলভাবে বাস্তবায়নের লক্ষ্যে বিস্তারিত কার্যক্রম)

| SL | Actions [Name of actions in a logical order]                                                        | Actors [Person's Name & Designation]                                                      | Time Frame [Duration of execution]                  |
|----|-----------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|-----------------------------------------------------|
| 1. | Arrange coordination meeting with the mailing and courier service (MOCS) organization               | MOCSLA team, representatives from MOCS organizations, and selected MOCS associations.     | Within 7 days 1 <sup>st</sup> week of June/2025     |
| 2  | Arrange Workshop/seminar etc. with mailing and courier service (MOCS) organization and associations | MOCSLA team, representatives from PTD, selected MOCS organizations and MOCS associations. | Within 7 days 2 <sup>nd</sup> week of June/2025     |
| 3. | Arrange awareness program                                                                           | MOCSLA team, representatives from PTD, selected MOCS organizations and MOCS associations. | Within 7 days 3 <sup>rd</sup> week of June/2025     |
| 4. | Collect information from the selected MOCS organization                                             | MOCSLA and selected MOCS concern officials                                                | Within 30 days 1-4 <sup>th</sup> weeks of June/2025 |
| 5. | Visit selected MOCS                                                                                 | Concern inspector of MOCSLA                                                               | Any time within the reform duration                 |
| 7  | Prepare revised Regulations of MOCSLA and sent to PTD                                               | MOCSLA and PTD                                                                            | 1st week of July/2025                               |
| 8  | Approved revised Regulations of MOCSLA and sent to PTD                                              | PTD and concern Ministry/Division                                                         | 4th week of July/2025                               |

# RIIAP: How to Increase Revenue Collection

## 6. Details of Action Plan (সংস্কার উদ্যোগটি সফলভাবে বাস্তবায়নের লক্ষ্যে বিস্তারিত কার্যক্রম)

| SL  | Actions <i>[Name of actions in a logical order]</i>                  | Actors <i>[Person's Name &amp; Designation]</i> | Time Frame <i>[Duration of execution]</i>                                                           |
|-----|----------------------------------------------------------------------|-------------------------------------------------|-----------------------------------------------------------------------------------------------------|
| 8.  | Prepare revised Regulations of MOCSLA and sent to PTD                | MOCSLA and PTD                                  | 1st week of July/2025                                                                               |
| 9.  | Approved revised Regulations of MOCSLA and sent to PTD               | PTD                                             | 4th week of July/2025                                                                               |
| 10. | Arrange fund for ERP system for MOCSLA                               | MOCSLA, PTD, FD                                 | 2 <sup>nd</sup> week of July//2025                                                                  |
| 11. | Preparation of ERP system                                            | MOCSLA                                          | It takes more than 3 month after August/2025, because of procurement process and system development |
| 12. | Take initiatives to collect revenue from selected MOCS organizations | MOCSLA and selected MOCS org.                   | Within 31 August 2025                                                                               |

PTD = Post and Telecommunication Division, FD = Finance Division



# RIIAP: How to Increase Revenue Collection

7. Sustainability Strategies (পাইলট সংস্কার উদ্যোগটি এগিয়ে নিয়ে যাওয়া, এর বন্ধ হওয়া রোধ করা, অভীষ্ট গ্রুপের নিকট এটিকে জনপ্রিয় করা, মনিটরিং কার্যক্রম এবং এর রেন্ডিকেট/রোলিং আউটসহ টেকসইকরণ বিষয়ে কী-কী কৌশল গ্রহণ করা হবে?)

## Sustainability Strategies

- The highest revenue depositor will be given a thank-you letter/reward.
- The employees who collect more revenue will be also given thank-you letter/reward.
- Introduce a mailing and courier service “Day” every year.
- incorporate an incentive mechanism for concern official.
- Training for employees, as well as mailing and courier service staff.
- Sensitization programs (workshop/seminar/awareness) might be continued.
- Continue coordination/meeting with the MOCS org. and stakeholders’.
- Continuous review the policy's considering the local and global perspectives.
- Established ERP system.

**Thank you**

## SWOT Analysis ( A Strategic Tool for Decision Making) of RIAP

|   | Policy                                                                                                                                                                                       | Executives                                                                                                                                                                                                                                        | Resources                                                                                                                                                                                            | Culture                                                                                                                                                                                                                        |
|---|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| S | <ul style="list-style-type: none"> <li>Government policy to increase revenue.</li> <li>Authority has a Regulation</li> <li>Support to collect revenue from the MOCS org.</li> </ul>          | <ul style="list-style-type: none"> <li>Leadership support for professional development initiatives.</li> <li>Commitment to enhancing institutional capacity through workshop/meeting</li> </ul>                                                   | <ul style="list-style-type: none"> <li>Availability of funding to conduct meeting/ workshop/ seminar.</li> <li>Through existing infrastructure for conducting meeting/ workshop/ seminar.</li> </ul> | <ul style="list-style-type: none"> <li>Strong institutional commitment to continuous learning.</li> <li>Coordination with MOCS and Associations.</li> <li>A tradition build-up relation with MOCS and Associations.</li> </ul> |
| W | <ul style="list-style-type: none"> <li>Lack of ambiguous terms in the Regulations of MOCSLA.</li> <li>Slow approval process of recruitment policy.</li> <li>Insufficient Manpower</li> </ul> | <ul style="list-style-type: none"> <li>Reluctant tendency from some MOCS organizations.</li> <li>No strong terms to panalize MOCS org. in the regulations.</li> <li>Not any punishment provision against the non-registered MOCS org..</li> </ul> | <ul style="list-style-type: none"> <li>Inadequate budget allocation for Inspection.</li> <li>No transport for inspection frequently.</li> </ul>                                                      | <ul style="list-style-type: none"> <li>Bureaucratic inertia is slowing process to approve recruitment policy</li> </ul>                                                                                                        |
| O | <ul style="list-style-type: none"> <li>Building of justice Registered and Non-registered MOCS org.</li> <li>ERP system will give more opportunity.</li> </ul>                                | <ul style="list-style-type: none"> <li>Within MOCS org, MOCSLA and Associations may reduce gaps.</li> <li>New window, like ERP will open</li> </ul>                                                                                               | <ul style="list-style-type: none"> <li>Govt. revenue income will increase.</li> <li>All MOCS org. are inspire to pay revenue</li> </ul>                                                              | <ul style="list-style-type: none"> <li>If non-registered MOCS org. registered then registered MOCS org. will be happy.</li> <li>A sustainable culture will be developed</li> </ul>                                             |
| T | <ul style="list-style-type: none"> <li>Misinterpretation of reform initiatives</li> <li>Generate propaganda due lack of understanding.</li> </ul>                                            | <ul style="list-style-type: none"> <li>reform intervention may be resisted by some vested group of people who don't will to pay dues of MOCS org.</li> </ul>                                                                                      | <ul style="list-style-type: none"> <li>Target may not be fulfilled .</li> <li>Some may go to court .</li> </ul>                                                                                      | <ul style="list-style-type: none"> <li>MOCS org. may raise their hands not to pay as mentioned in Regulation</li> </ul>                                                                                                        |





26th PPMC

## Presentation of Reform Initiative Implementation Action Plans (RIAP)

Thematic Group: Improved Service Delivery (ISD)

Time: 11:05 am -1:15 pm

Chairperson

**Zaheda Parvin**

Secretary (Coordination & Reforms), Cabinet Division

### Reform Initiative Owners (RIOs)

*Committed to implement the Pilot in 3 months*



6525

**Md Moklesur Rahman, ndc**

Improving Loan Service  
to Farmers through  
Developing a  
need-based Guideline



20319

**Mostafa Kamal**

Better livelihoods  
of Qawmi Madrasa  
Students through  
Improving their  
Competency



6430

**Abu Ahmed Siddique, ndc**

Effective Distribution  
of Imported Materials  
to Cooperative  
Society members



7715

**Fahmida Akhtar, ndc**

Revisiting Social  
Protection Initiatives for  
Jobless Workers





**Md Moklesur Rahman ndc**

Additional Secretary

Rural Development and Cooperatives Division

Ministry of LGRD and Cooperatives

Section A

Roll No 101

**26th Policy, Planning and Management Course (PPMC)**

## **Topic:** Improving Loan Service to Farmers through Developing a need-based Guideline

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Small Farmers Development Foundation (SFDF) was formed under the Rural Development and Cooperatives Division of the Ministry of Local Government, Rural Development and Cooperatives, the provisions of Section 28 of the Company Act, 1994, by obtaining registration from the Directorate of Joint Stock Companies and Firms.

Since February 2007 with the revolving loan fund recommended by the 'Task Force' formed by the Rural Development and Cooperatives Division on the eve of the foundation's formation to manage the Foundation's activities. Currently, the Foundation's activities are carried out in village level covering 200 Upazilas of 36 Districts and 8 Divisions of Bangladesh.



The main objective of this organization is to improve the socio-economic conditions and reduce poverty by organizing landless, marginal farmers and small farmers living in the rural areas of Bangladesh under informal sectors and providing collateral-free loans for agricultural production, self-employment and income-generating activities.

To achieve those objectives (1) major and minor food crop production, fish farming, cattle rearing, cattle fattening, poultry farming, dairy farming, goat farming, vegetable farming, betel nut farming, nursery, forestry/fruit gardening, floriculture, spice crop farming, oil and oilseed crops, jute farming are the main sectors where SFDF can finance.

(2) Making chanachur, chocolate, pickles, production of jaggery, semai, rose water, salt cultivation, making furniture, shopping bags, paper bags, wooden utensils, weaving industry, cottage industry, making of candles, pottery, cartons and packaging, making of baskets and chalani, brooms, making of cradles, production of organic fertilizer etc.

(3) Leather business, wood business, cotton business, yarn business, jute/patti/mat/carpet business, leather bag business, embroidery business and so on SFDF can finance also.

Problem Statement: The Microfinance guidelines of the Small Farmers Development Foundation (SFDF) control small entrepreneurship loans reserved for three categories of people involved in (1) Production of agricultural produce, (2) Processing of agricultural products and (3) Selling of agricultural produce.

Organization's memory and experience show that the first category of people do not get enough loans timely while the other two categories get a significance portion of it.

Causes of the Problems: (1) Loan-distributing officials prefer the borrowers who are near to their office, and they are not Small Farmers producing agricultural products. (2) Loan-distributing officials prefer farmers who are engaged in business because they possess the capacity of repayment rather than the agricultural product-producing farmers.



SFDF is run according to the decisions of the Governing Body (GB). The secretary of RDCD is the ex officio Chairperson and Managing Director (MD) of SFDF is the member secretary of this GB.

For the sake of the Institution and the mass people it is very urgent to reform the current flawed guidelines 2022. For this purposes stakeholder analysis is needed first. Our employees, Rural Development and Cooperatives Division and the Ministry of Finance are our main stakeholder. After stakeholder Consultation it will be possible to take any urgent decision in the GB Meeting for the benefit of the organization. Then resolution of the draft revised policy will be sending to RDCD. From RDCD it will be sent to the Ministry of Finance for vetting. After vetting it will again come back to RDCD and finally it will be published as notification and implemented in the field level. Side by side it will be widely publicized among the beneficiaries through mass media and social media

## SWOT Analysis:

SFDF is an autonomous organization. It's position is very strong among all the 10 organizations under the Rural Development and Cooperatives Division.

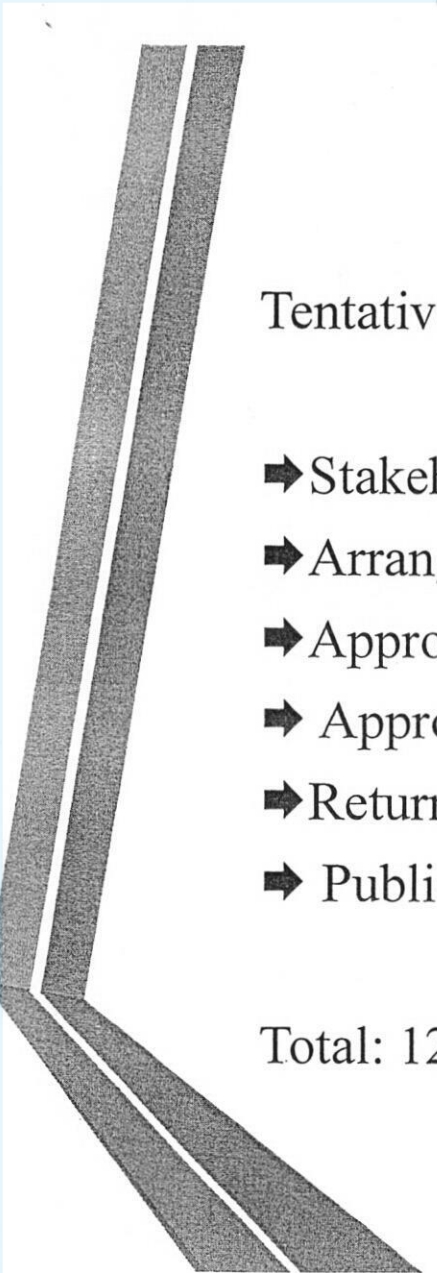
While there are 1,014 audit objections in RD CD's other 9 Departments involving about 4852.46 crore taka, but SFDF's this number is only 6 with involving 23.18 crore taka only. Its officers and employees receive their regular salaries from its own income.

One of the weaknesses of this organization is that the policies are not updated and complete.

Since inception, this organization is currently working in only 200 Upazilas across Bangladesh, there is an opportunity to work in all Upazilas in the future.

There is another similar organization called Palli Daridra Bimochan Foundation (PDBF) under the Rural Development and Cooperatives Division that is working all over Bangladesh. So this organization is the main competitor of SFDF.



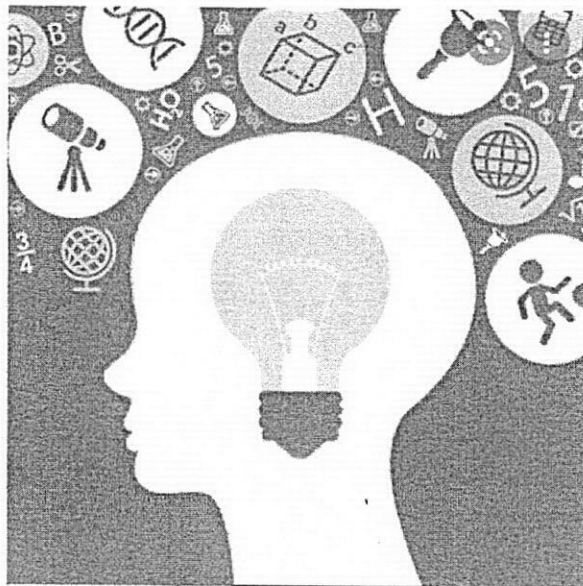


## Tentative Time Required

- ➡ Stakeholder Meeting 15 days
- ➡ Arranging GB Meeting and Final Decisions 15 days
- ➡ Approval from RDCD 15 days
- ➡ Approval from Finance Division (Vetting) 30 days
- ➡ Returned to SFDF and Publish Revised Guidelines 15 days
- ➡ Publicity of this Revised Guidelines through Mass media immensely-30 days

Total: 120 days

# Thank You



# **Reform Initiative/Innovation Action Plan [RIIAP]**

- Name of Initiator: Mostafa Kamal
- Designation: Additional Secretary
- Work Place: Ministry of Social Welfare



## **Title of the RIIAP**

**Better Livelihoods of Qawmi  
Madrasa Student through  
Improving their Competency**



# RIIAP Problem Identification ( The Entry Point of the RIIAP)

## P Problem:

description of the  
problemable situation. It  
describes what is  
currently missing:  
[executives,  
resources, culture.]  
Major  
symptoms of  
the problem

- A major problem facing Qawmi Madrasas in Bangladesh is their lack of official recognition and integration into the mainstream education system.
- This leads to graduates facing challenges in securing jobs in the civil service or accessing public universities, despite their strong religious and scholarly credentials.
- Additionally, many Qawmi Madrasas struggle with funding, infrastructure, and the need to provide quality education, especially in general subjects like English and math



## RIIAP Problem Identification

ises of the  
blem:

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s that make the  
ion undesirable.  
may include  
, executives,  
rces, culture.]

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osis the  
ses

- Lack of Official Recognition Qawmi Madrasa Degree;
- Financial and Infrastructure Challenges;
- Quality of Education;
- Challenges in Adapting to Modernization;
- Lack of Teaching Learning Environment.
- No Technical-Vocational Education for skill Development; And
- No competency for Job Market.



# **Major Objectives of the Piloting Intervention ( The Exit Point of Problem Solution)**

**As the main purpose of Capitation Grant is to turn Qawmi Madrasa poor orphans into competent human resources, the objectives are -**

- To improve Qawmi Madrasa education designing course guideline for English and Arabic grammar; And**
- To Improve the Competency of Graduates to Contribute Nation building activities as a part of demographic dividend.**

# Definition of Key Terminology

- **Madrasa:** Islamic faith schools or Islamic religious institutes that provide mainly religious education on the basis of Holy Quran and Sunnah.
- **General Education:** It refers to the Mainstream education system that follows Government curriculum.
- **Capitation Grant:** A capitation grant is a fixed sum of money paid to an organization, typically a school or healthcare provider, for each person or patient they serve. It's a form of per-person funding, where the total grant amount is determined by the number of individuals enrolled or under their care. In Bangladesh, capitation grant (TK 2000.00 per month for each student) is provided to Orphanages of Qawmi Madrasas. The DSS under the Ministry of Social Welfare implement this programme under social safety net policy.



## RIIAP: Details of Action Plan

| SL | Action<br>[Name of actions in a logical order]                                                | Actor<br>[Person's Name & Designation]                                              | Time Frame<br>[Duration of execution]                           |
|----|-----------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-----------------------------------------------------------------|
| 1  | To train Arabic , English and mathematic Teachers.                                            | District Office of Department Social Service along with Authority of Qawmi Madrasa. | 2 month on from starting date.                                  |
| 2  | To introduce skill development course like Computer and other demand driven skilled training. | Government and Madrasa Authority                                                    | To be establish by the concerned authority.                     |
| 3  | To recognized the academic curriculum and provide appropriate certification.                  | Government                                                                          | To be informed the concerned authority for recognition.         |
| 4  | To create teaching learning environment providing infrastructure support.                     | Government and community                                                            | To be established by the government with community Cooperation. |

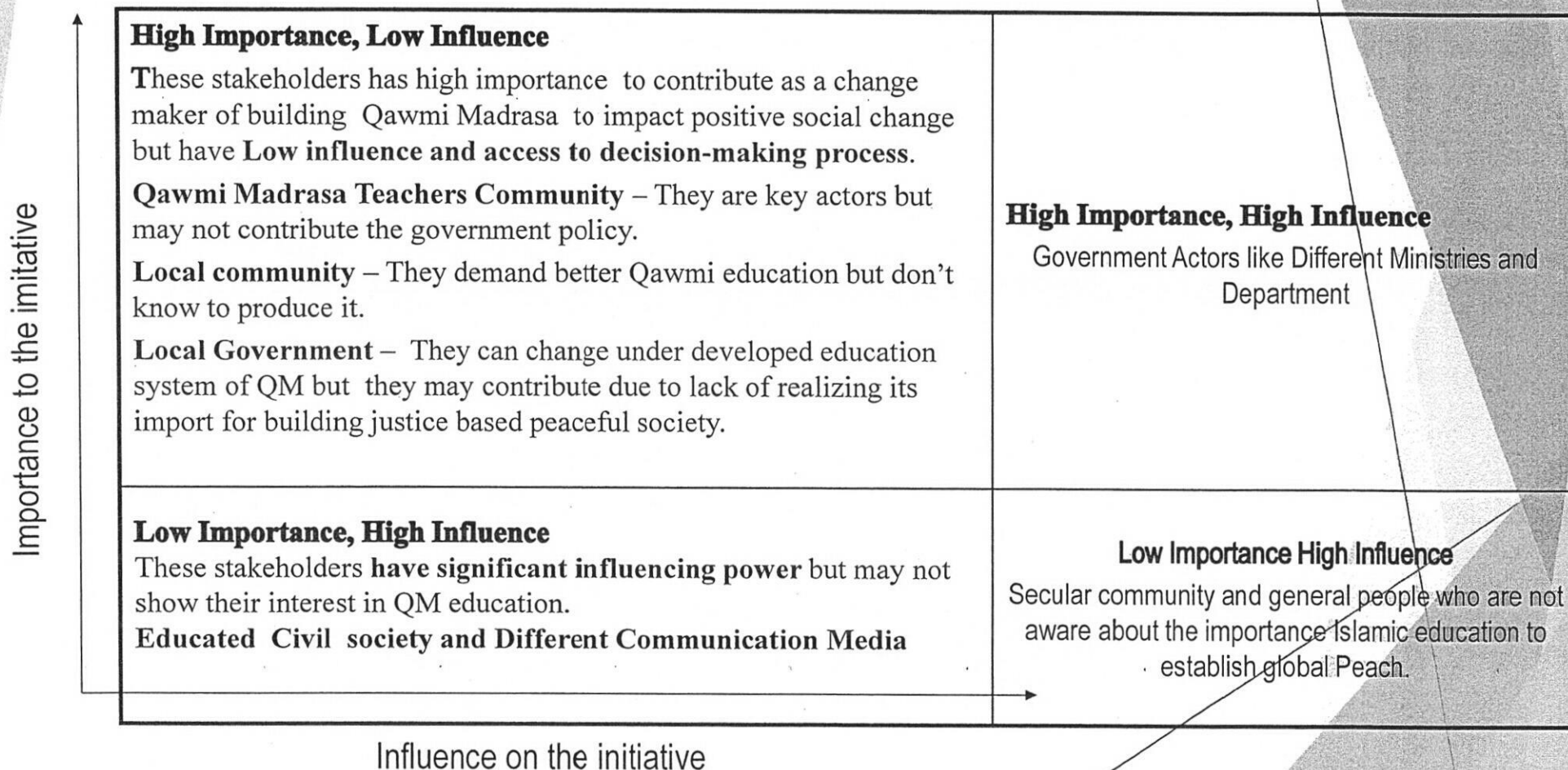


# RIIAP: Details of Action Plan

| SL | Action<br>[Name of actions in a logical order]                                                                                                                                                                                                   | Actor<br>[Person's Name & Designation] | Time Frame<br>[Duration of execution] |
|----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|---------------------------------------|
| 5  | <ul style="list-style-type: none"> <li>Identify the key competencies required for the teachers.</li> <li>Measure current pedagogical skill and knowledge deficiencies among teacher.</li> <li>Develop demand-based training programs.</li> </ul> | Concerned Qawmi Authority.             | 2 month                               |
| 6  | <ul style="list-style-type: none"> <li>Awareness communication about global change and new skill demand among teachers, management and local community.</li> </ul>                                                                               | Concerned Qawmi Authority              | 2 month                               |
| 7  | <ul style="list-style-type: none"> <li>Implementation Roadmap</li> </ul>                                                                                                                                                                         | Concerned Qawmi Authority.             | 1 month                               |



# Stakeholder Analysis( a methodology to identify key drivers) of RIAP





# SWOT Analysis( A Strategic Tool for Decision Making) of RIAP

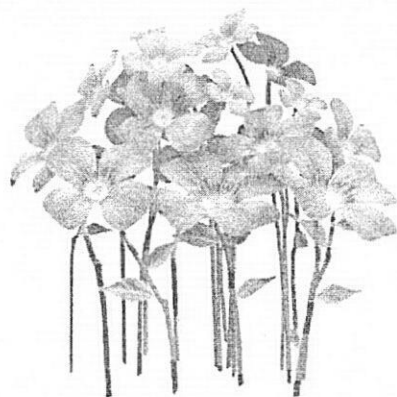
|          | <b>Policy</b><br>[vision, mission, goals, rules, regulations, SOPs]                                                                                                                                                                                                     | <b>Executives</b><br>[actors' competencies, training, their sufficiency]                                                                                                                                                                                       | <b>Resources</b><br>[budget, technology, materials, linkage with external organizations]                                                                                                                                                                                       | <b>Culture</b><br>[actors' behavioral patterns: beliefs, norms, relations, attitude, practice]                                                                                                                                                                     |
|----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>S</b> | <ul style="list-style-type: none"> <li>-Government prioritization of capacity-building for policy-making.</li> <li>-Alignment of training programs with national development plans.</li> <li>-Support from regulatory bodies to improve skill development.</li> </ul>   | <ul style="list-style-type: none"> <li>Experienced senior officials with knowledge of governance.</li> <li>Leadership support for professional development initiatives.</li> <li>Commitment to enhancing institutional efficiency through training.</li> </ul> | <ul style="list-style-type: none"> <li>Access to national and international training programs.</li> <li>Availability of funding from development partners for specialized courses.</li> <li>Existing infrastructure for conducting workshops and training sessions.</li> </ul> | <ul style="list-style-type: none"> <li>Strong institutional commitment to continuous learning.</li> <li>Collaboration with universities and think tanks for skill enhancement.</li> <li>A tradition of policy-driven training for government officials.</li> </ul> |
| <b>W</b> | <ul style="list-style-type: none"> <li>Lack of flexibility in updating training modules based on emerging needs.</li> <li>Slow approval process for new training initiatives.</li> <li>Insufficient integration of global best practices in policy training.</li> </ul> | <ul style="list-style-type: none"> <li>Resistance from some officials to modern training approaches.</li> <li>Limited exposure to international policy frameworks.</li> <li>Uneven participation in training programs across different levels of</li> </ul>    | <ul style="list-style-type: none"> <li>Dependence on external funding for advanced training programs.</li> <li>Limited access to cutting-edge digital learning tools.</li> <li>Inadequate budget allocation for regular capacity-building initiatives.</li> </ul>              | <ul style="list-style-type: none"> <li>Bureaucratic inertia slowing adaptation to modern training methods.</li> <li>Overemphasis on traditional policy-making without innovation.</li> <li>Limited interdepartmental knowledge-sharing opportunities.</li> </ul>   |



# SWOT Analysis(A strategic tool for decision making) of RIIAP

|          | <b>Policy</b><br>[vision, mission, goals, rules, regulations, SOPs]                                                                                                                                 | <b>Executives</b><br>[actors' competencies, training, their sufficiency]                                                                                                                                                                                                                                                                                                                      | <b>Resources</b><br>[budget, technology, materials, linkage with external organizations]                                                                                                                                                                            | <b>Culture</b><br>[actors' behavioral patterns: beliefs, norms, relations, attitude, practice]                                                                                                                                                                 |
|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>O</b> | <ul style="list-style-type: none"> <li>Demographic Dividend from young graduates.</li> <li>Modernization QME for global job market.</li> <li>Building of justice based peaceful society.</li> </ul> | <ul style="list-style-type: none"> <li>Vertical and horizontal collaboration to mitigate the gap between general education QME (Qawmi Madrasa Education).</li> <li>Upgrading course Curriculum for integrating global standard education production.</li> <li>Open the new windows for learning and job opportunities in international institutes especially in Islamic countries.</li> </ul> | <ul style="list-style-type: none"> <li>High quality teaching learning opportunity.</li> <li>External funding support from developed Muslim countries.</li> <li>Local national private actors may inspire to provide support for educational development.</li> </ul> | <ul style="list-style-type: none"> <li>Justice base corruption free society.</li> <li>Provide strong solid foundation for moral development which will, in turn, contribute to build peaceful nation and make positive image our country globally..</li> </ul> |
| <b>T</b> | <ul style="list-style-type: none"> <li>Misinterpretation of Islamic Knowledge due to poor education.</li> <li>Disinformation about</li> </ul>                                                       | <ul style="list-style-type: none"> <li>QME reform intervention may be resisted by some vested group of people who don't adopt changes due to</li> </ul>                                                                                                                                                                                                                                       | <ul style="list-style-type: none"> <li>Investment for change intervention may be a big challenging decision.</li> <li>Creating new intuition for</li> </ul>                                                                                                         | <ul style="list-style-type: none"> <li>People lacking enlightening knowledge of Islam may create cultural conflicts.</li> </ul>                                                                                                                                |

Thank You so much for your interest and time!





# References / Bibliography



## **Reform Initiative Implementation Action Plan [RIIAP]**

Name of Initiator: Abu Ahmed Siddique, NDC

Designation: Chairman (Additional Secretary)

Work Place: Bangladesh Handloom Board

**Title: Effective Distribution of Imported Materials (dyes, chemicals and yarns) to  
Members of Sadipur Jamdani Weavers' Co-operative Society, Narayangonj**

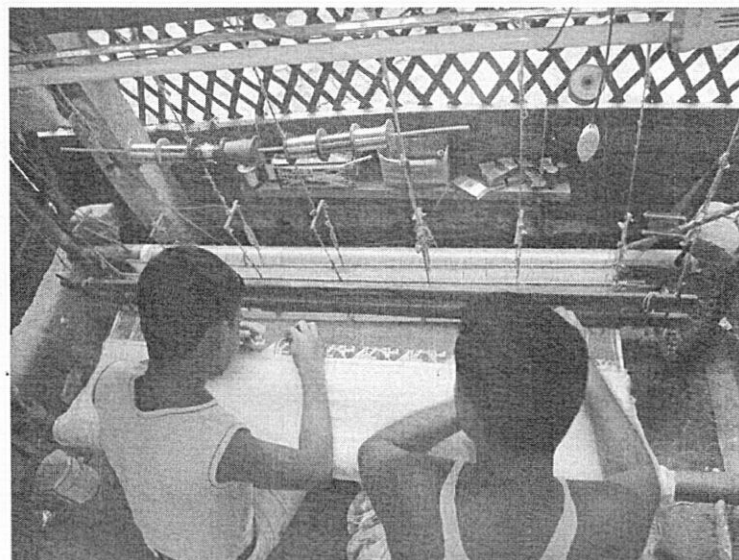
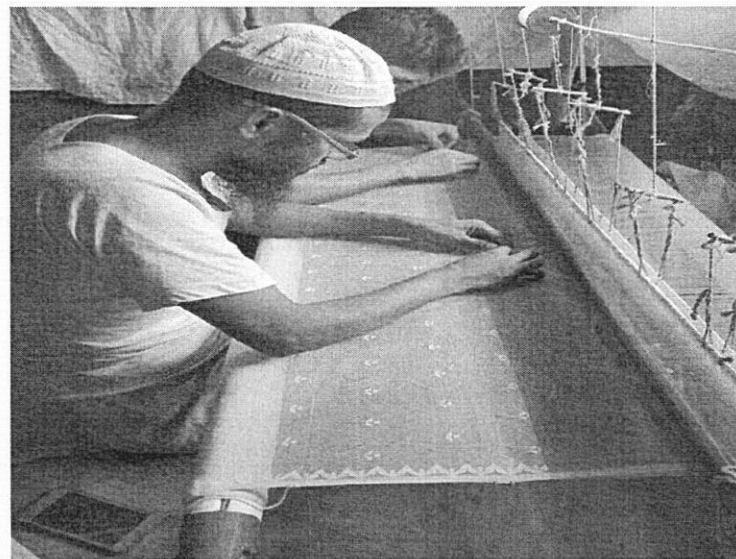
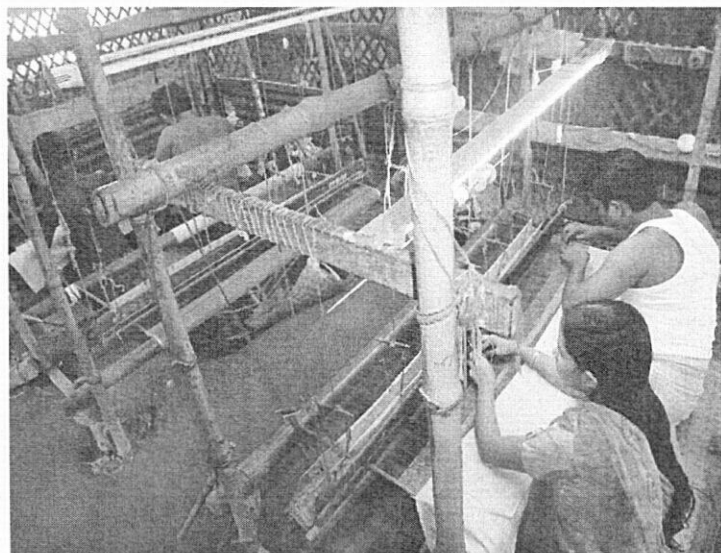
## RIIAP Problem Identification

### **RIIAP Problem:**

To provide support to marginal handloom weavers community Bangladesh Handloom Board gives permission to the Handlooms Weavers' Co-operative Societies to import materials like dyes, chemicals and yarns at 35% less of import duties. As the marginal weavers do not have the capacity (knowledge, financial and logistical) to import the materials, after getting the permission letter they hand it over to big importer at Narayanganj.

As the warehouse of the importer is located at Narayanganj and the weavers are at far flung area, the importer prefers to give them some cash incentive (to avoid carrying cost) instead of carrying those imported materials to the community. Community members are also forced to remain happy with the process as they don't have enough cash in hand to buy those materials at a time even if and when the materials are brought to their door steps. As a result, the intended beneficiaries, marginal weavers, are deprived of the actual benefit. As a result they are forced to remain happy with the money (instead of dyes, chemicals and yarn) middle men offer to them.





## RIIAP Problem Identification

### Causes of the Problem:

Despite being the targeted beneficiaries, marginal weavers often do not receive the actual benefit of the duty-free facility due to the following reasons:

- **Limited Capacity:** Weavers cooperative society lacks the financial, administrative and logistical capacity to directly import raw materials.
- **Exploitation by Middlemen:** Traders and influential business actors obtain BHB's recommendations and subsequently sell imported goods at inflated prices
- **Weak Monitoring Mechanism:** There is a lack of effective monitoring and transparency regarding the import and distribution of duty-free goods.
- **Weak National Body:** Absence of elected National Handloom Weavers Co-operative Society



## RIIAP: Details of Action Plan

|   | Action                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Actor                                                          | Time Frame |
|---|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------|------------|
| 1 | <b>Training &amp; Capacity Building of import permission receivers</b> <ul style="list-style-type: none"> <li>• Conduct workshops on import regulations, customs procedures, and tariff benefits.</li> <li>• Provide hands-on training in obtaining necessary permissions and completing documentation.</li> <li>• Offer mentorship programs where experienced importers guide new cooperatives.</li> <li>• Include at least one member in the society who is capable of importing and storing in the locality</li> </ul> | Member (S&M)<br>(Joint Secretary)<br>Bangladesh Handloom Board | 03 months  |



## RIIAP: Details of Action Plan

|   | Action                                                                                                                                                                                                                                                                                                                                          | Actor                                                      | Time Frame |
|---|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------|------------|
| 2 | <b>Establishing a Centralized Support System</b> <ul style="list-style-type: none"> <li>• Create a dedicated advisory unit to assist with the import process</li> <li>• Facilitate bulk imports to reduce costs</li> <li>• Assign tag officer from BHB Headquarters to support &amp; monitor closely along with local administration</li> </ul> | Chairman (Additional Secretary) Bangladesh Handloom Board. | 03 months  |

## RIIAP: Details of Action Plan

| SL | Action                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Actor                                                                      | Time Frame |
|----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|------------|
| 3  | <p><b>Ensure warehouse at locality &amp; maintain register for distribution;</b></p> <ul style="list-style-type: none"> <li>• Ensure specific local warehouse for storing imported materials.</li> <li>• Implement a structured inventory system to log imported materials.</li> <li>• Maintain a detailed <b>register</b> to track material distribution, including: <ul style="list-style-type: none"> <li>• Date of receipt</li> <li>• Quantity received</li> <li>• Batch details (source, importer, quality checks)</li> <li>• Names of beneficiaries (cooperatives/weavers)</li> <li>• Distribution dates and quantities issued</li> </ul> </li> <li>• Use ledgers for accuracy and transparency</li> </ul> | Raton Chandra Saha<br>Deputy General Manager<br>Bangladesh Handloom Board. | 03 months  |

## RIIAP: Details of Action Plan

| SL | Action                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Actor                                                                                 | Time Frame |
|----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|------------|
| 4  | <b>Pre-Inspection of Aspiring Cooperative Societies</b> <ul style="list-style-type: none"> <li>• Conduct thorough evaluations of cooperative societies applying for duty-free import permission</li> <li>• Assess their financial capacity and ability to utilize imported materials effectively</li> <li>• Verify the authenticity of members and their engagement in handloom weaving</li> <li>• Ensure transparent criteria for eligibility to prevent misuse</li> </ul> | <p style="text-align: center;">Society Officer<br/>Bangladesh Handloom<br/>Board.</p> | 03 months  |



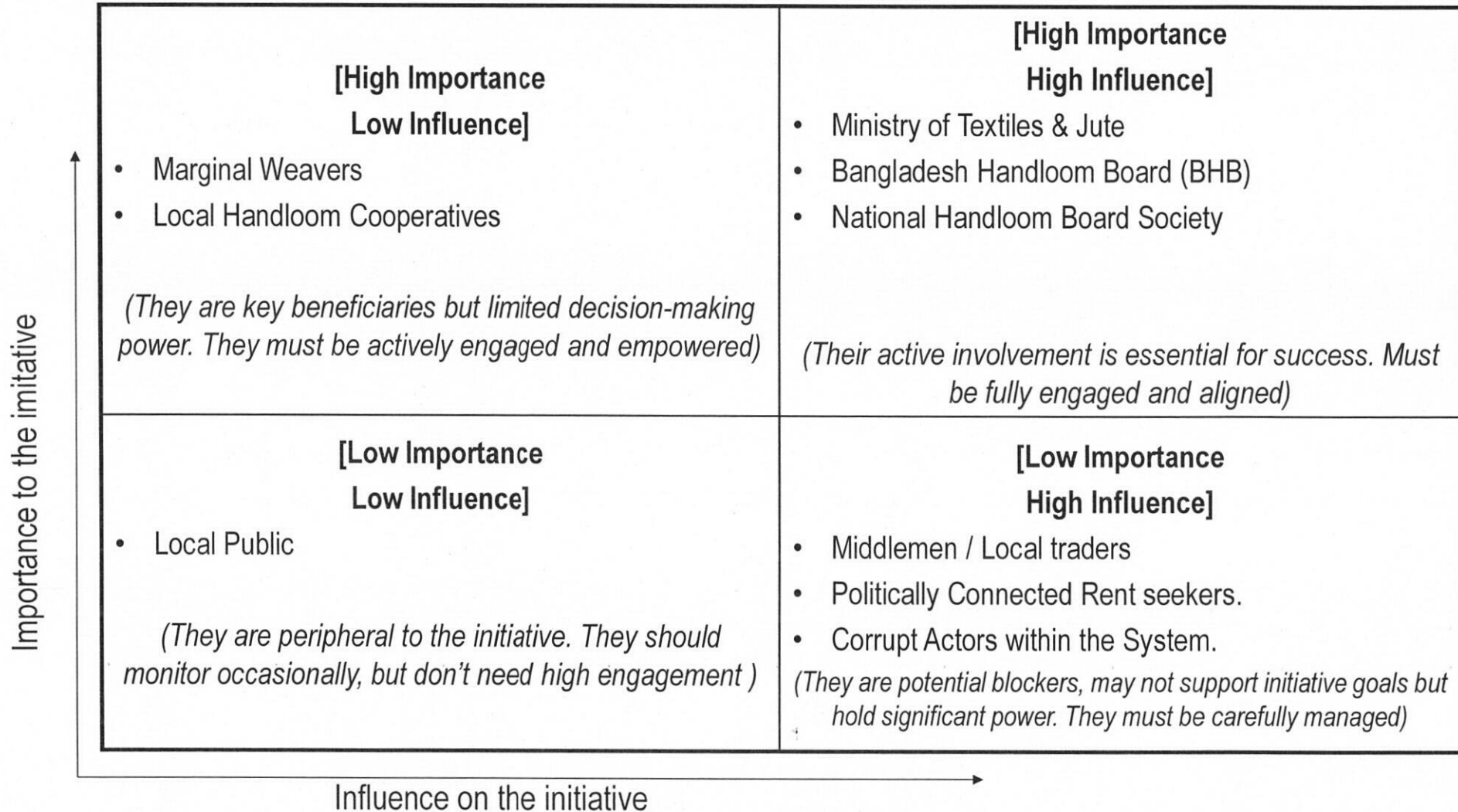
## RIIAP: Details of Action Plan

| SL | Action                                                                                                                                                                                                                                                                                                                                                                          | Actor                                                                            | Time Frame |
|----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|------------|
| 5  | <b>Informing Members and other About Duty-Free Import Permission</b> <ul style="list-style-type: none"> <li>• Conduct stakeholder meeting prior to issuing permission outlining the terms, benefits, and responsibilities associated with the permission</li> <li>• Make information of all permissions issued available to all concerned both in online and offline</li> </ul> | Concerned Liaison Officer<br>Concerned Basic Center<br>Bangladesh Handloom Board | 03 months  |

## RIIAP: Details of Action Plan

| SL | Action                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Actor                                                      | Time Frame |
|----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------|------------|
| 6  | <p><b>Publishing periodic reports on the use and distribution of duty-free imports;</b></p> <p><b><u>Key Components of the Reports</u></b></p> <ul style="list-style-type: none"> <li>• Import Summary: Details of materials imported, quantities, and importers involved.</li> <li>• Distribution Records: Breakdown of materials allocated to cooperative societies and individual weavers.</li> <li>• Usage Assessment: Reports from weavers on the impact of received materials on their production.</li> <li>• Challenges &amp; Recommendations: Identification of obstacles in distribution and suggestions for improvement.</li> <li>• Compliance Status: Evaluation of adherence to regulations and corrective actions taken (if necessary).</li> </ul> | <p>Research Officer<br/>Bangladesh Handloom<br/>Board.</p> | 03 months  |

## Stakeholder Analysis of RIAP





## SWOT Analysis of RIIAP

|          | <b>Policy</b><br>[vision, mission, goals, rules, regulations, SOPs]                                                                                                                                                  | <b>Executives</b><br>[actors' competencies, training, their sufficiency]                                                                                                                                                                              | <b>Resources</b><br>[budget, technology, materials, linkage with external organizations]                                                                                                                                                                           | <b>Culture</b><br>[actors' behavioral patterns: beliefs, norms, relations, attitude, practice] |
|----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|
| <b>S</b> | <ul style="list-style-type: none"> <li>BHB has a policy and authority to change/ upgrade existing policy/SOP and has a fund to use</li> <li>BHB's institutional authority to supervise the whole process.</li> </ul> | <ul style="list-style-type: none"> <li>Aspiring cooperative society's executive members are aware of the rules, regulations and their responsibilities</li> <li>Local importers may be involved with the process and they know the process</li> </ul> | <ul style="list-style-type: none"> <li>As a Board it has its own fund which can be used subject to the approval of the Board</li> <li>Bunch of expert officials to help co-operative members</li> <li>Cooperative societies do not have money to import</li> </ul> |                                                                                                |

## SWOT Analysis of RIAP

|          | <b>Policy</b><br>[vision, mission, goals, rules, regulations, SOPs]                                                                                                                            | <b>Executives</b><br>[actors' competencies, training, their sufficiency]                                                                      | <b>Resources</b><br>[budget, technology, materials, linkage with external organizations]                                                          | <b>Culture</b><br>[actors' behavioral patterns: beliefs, norms, relations, attitude, practice]                |
|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|
| <b>W</b> | <ul style="list-style-type: none"> <li>Political influence and middle men's connection with politicians</li> <li>SOP has not been upgraded to establish effective monitoring system</li> </ul> | <ul style="list-style-type: none"> <li>Weak National Handloom Somity</li> <li>Unelected National Handloom Samity for last 10 years</li> </ul> | <ul style="list-style-type: none"> <li>National Handloom Somity does not have any capacity or resource to supervise the local somities</li> </ul> | <ul style="list-style-type: none"> <li>Malpractice and misuse of permission</li> <li>Middlemanship</li> </ul> |

## SWOT Analysis of RIIAP

|          | <b>Policy</b><br>[vision, mission, goals, rules, regulations, SOPs]            | <b>Executives</b><br>[actors' competencies, training, their sufficiency]                                                              | <b>Resources</b><br>[budget, technology, materials, linkage with external organizations]                                                                   | <b>Culture</b><br>[actors' behavioral patterns: beliefs, norms, relations, attitude, practice] |
|----------|--------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|
| <b>O</b> | <ul style="list-style-type: none"> <li>• Lesser political influence</li> </ul> | <ul style="list-style-type: none"> <li>• Local Administration is always providing support to ensure materials distribution</li> </ul> | <ul style="list-style-type: none"> <li>• Local importers would love to be involved with the process who has enough money and know how to import</li> </ul> |                                                                                                |



# SWOT Analysis of RIIAP

|          | <b>Policy</b><br>[vision, mission, goals, rules, regulations, SOPs]                                                                                                                                        | <b>Executives</b><br>[actors' competencies, training, their sufficiency] | <b>Resources</b><br>[budget, technology, materials, linkage with external organizations]                                                 | <b>Culture</b><br>[actors' behavioral patterns: beliefs, norms, relations, attitude, practice]                                                     |
|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>T</b> | <ul style="list-style-type: none"> <li>Political changes could disrupt long-term continuity of reform.</li> <li>Middlemen would try to disengage local administration to ease their malpractice</li> </ul> |                                                                          | <ul style="list-style-type: none"> <li>Distance between importers' warehouses and weavers results in inefficient distribution</li> </ul> | <ul style="list-style-type: none"> <li>Pushback from powerful traders or interest groups currently benefiting from the existing system.</li> </ul> |

Thank you

# Revisiting social protection initiative for jobless workers

Fahmida Akhtar,ndc  
Additional Secretary  
Ministry of Labour and Employment



# Features of the Program

- During FY 2024-25, MoLE receives a budget allocation of TK. 30 crores
- Jobless workers are allowed to apply for a lumpsum grant of TK. 9,000 under this program
- The program requires NID verification as well as verification from factory/association of the workers
- Grant is usually disbursed through MFS
- Workers have to apply through Department of Labour
- During implementation, it was found that very few no of applications are received and allocated resources remain unused

# Problem Statement

- Government allocated fund for workers who have lost their jobs remain undisbursed. Only 0.42% of allocation was disbursed in FY 2024-25, which was 1.66% in the previous year. MoLE received very few applications. Moreover, verification for submitted application is cumbersome.

# Core Causes

- Workers do not have provision of self registration
- Employers/Associations are reluctant in verification process
- Workers are not aware of the benefit
- In most cases, workers don't maintain updated banking account
- DIFE is not involved in the process
- PIU officials do not have incentives for submitting applications



# Action Plan

| Activities                                                                    | Responsibility         | Time frame |
|-------------------------------------------------------------------------------|------------------------|------------|
| Identification Stage                                                          |                        |            |
| Resource mobilization for tripartite consultation                             | MOLE                   | 1 week     |
| Implementation Stage                                                          |                        |            |
| Organize workshop with workers, employers, Development Partners, DOL and DIFE | MOLE                   | 2 weeks    |
| Finalize the recommendations received during workshop                         | Worker, Employer, MOLE | 1 week     |

# Action Plan

|                                                                                         |                              |         |
|-----------------------------------------------------------------------------------------|------------------------------|---------|
| Share the final version of changes with stakeholders                                    | MOLE and EU                  | 2 weeks |
| Finalization Stage                                                                      |                              |         |
| Upon consensus with all stakeholders the guideline will be amended through notification | MOLE and Ministry of Finance | 1 month |

# Remedial Measures

- Arrange awareness campaign
- Upon having consensus, the existing guideline for the program will be amended with following provisions:
  - Self registration process in place
  - Amount of benefit to be increased to TK.5,000 per month
  - DIFE will be given the responsibility of verification instead of factory/association
  - Data entry operators of PIU unit will have provision for incentives

**Target: In 1<sup>st</sup> Quarter of FY 2024-25, at least 25% of allocation will be disbursed**



# SWOT Analysis

Strength: strong  
commitment /resource  
available/ new social  
protection  
measure/transparency  
ensured

Weakness: lack of  
awareness/ employers are  
reluctant/

Opportunities: improves  
decent work condition and  
lab standard of the country

Thrust: negative impact in  
trade negotiation with EU/  
inefficiency in managing  
resources

# Stakeholders Analysis

- High Support & low influence: Individual workers
- High Support & high influence: Govt.; Development Partners; Media; Think Tank
- Low Support & low influence: Individual Citizens
- Low Support & high Influence: Employers; Association

Thank You





26th PPMC

## Presentation of Reform Initiative Implementation Action Plans (RIIAP)

Thematic Group: Transparent, Efficient & Effective Public Offices

Time: 2:15 pm -4:15 pm

Chairperson

Prof Dr Niaz Ahmed Khan

Vice Chancellor, University of Dhaka

### Reform Initiative Owners (RIOs)

*Committed to implement the Pilot in 3 months*



20315

Abdullah Al Mamun

Managing BTRC's  
Transportation with  
Optimal Resources



6350

Sabina Alam

Improving Accession  
Numbering for Movable  
Antiquities at  
Archaeology Dept



20266

Sheikh Sakil Uddin Ahmed

Unlocking the Access to  
Lesson-Learning  
Experiences & Insights  
through Knowledge  
Codification: Pilot with 3  
Key Projects in Railways



6321

Md Ashraful Islam

Protecting Govt Properties  
in civil suits through SF  
Management



6330

Md. Mahmudul Hasan, ndc

Introducing Effective  
Evaluation of Dev.  
Projects: Piloting  
3 projects of LGD

# **Reform Initiative Implementation Action Plan - RIIAP**

**Abdullah Al Mamun**

**Director General (Additional Secretary)**

**Bangladesh Telecommunication Regulatory Commission  
(BTRC)**

# Reform Initiative:

**Managing BTRC's Transportation  
Maintenance Activities Efficiently with  
Optimal Resources**



# **Description of the Governance problem**

## **Problem Analysis:**

- High cost of Maintenance
- Maintenance record/registrar (hard copy)
- Manpower shortage

# **Aspects of the reform initiative**

## **Proposal:**

Managing BTRC's Transportation Maintenance management  
Efficiently with optimal resources

## **Implementation Stakeholders:**

Transportation wing,  
Procurement wing and IT wing

Piloting for 10 vehicles

Duration: June- August 2025

# **Reform initiatives**

1. Firm selection and deployment
2. Database/software set up  
(piloting for 10 vehicles)
3. System operation and upkeep



# **Resources to be utilized to implement the reform**

- Fund allocation
- IT support/set up
- Training

# Steps toward Reform

- Service procurement (from enlisted vendors of BTRC)
- IT set up with firm deployment
- Selection of 10 vehicles (for piloting)
- Customized Database Software
- Database maintenance and utilization
- Accessible database for check and balance

# **Output:**

**Automated Record-Keeping**

**Enhanced Data Analysis**

**Cost Savings**

**Compliance and Accountability**

**Improved Efficiency**



# **Issues regarding replication/rolling out**

- Continuation of funding and top management support
- Assessment of the reform/pilot initiative for scaling up
- Training of personnel
- Motivation/reward mechanism for staff/drivers

# Thank You

সংস্কার উদ্যোগ বাস্তবায়ন কর্মপরিকল্পনা - সউবাক  
(Reform Initiative Implementation  
Action Plan - RIIAP)

- উদ্যোগী কর্মকর্তার নাম: **Sabina Alam**
- পদবি: **Director General (Additional Secretary)**
- কর্মস্থল: **Department of Archaeology**



## ১. গভর্নেন্স সমস্যার বর্ণনা (Problem Identification)

- Department of Archaeology (DoA) assigns accession numbers based on the type of the object and the year of accession. While this method served its purpose in the past, it now faces serious challenges:
  - **Fragmented Documentation:** Manual, location-specific records with no unified format
  - **Duplicate Accession Numbers:** Regional offices generate numbers independently → overlap and confusion
  - **No Central Database:** Artifacts can't be easily tracked or referenced across sites
  - **Transparency:** Poor management of collections for internal and public use
  - **Academic Barrier:** Researchers, academics, and students struggle to access accurate, comprehensive artifact records
  - **Stakeholder Misalignment:** Numbering inconsistencies create long-term tracking and auditing problems

## ১. গভর্নেন্স সমস্যার বর্ণনা (Problem Identification)

- To illustrate the problem, here is an example of an accession number from the Department of Archaeology's Head Office antiquity Store:

| Conventional<br>Accession Number | Explanation                                                                                 | Observation                                                                                                                                |
|----------------------------------|---------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|
| BA/C/11/2001                     | BA = Bangladesh<br>Archaeology; C = Coin;<br>11 = Artifact number;<br>2001 = Accession year | If a regional office also accessioned a coin in<br>2001, it could have the same accession number,<br>leading to duplication and confusion. |

- This situation makes it difficult to track artifacts accurately, compromises collection management, and poses risks for the security and research usability of the collections.



## ১. গভর্নেন্স সমস্যার বর্ণনা (Problem Identification)





## ২. সংস্কার উদ্যোগের বর্ণনা (Wayout & Result)

- To resolve the issues, there is a dare need to developed a Unified Digital Accession Numbering System.
- **Method:**
  - Developed a standardized accession format.
  - Conduct a pilot implementation at the DoA head office store.
  - Collected feedback from stakeholders through workshops and meetings.
  - Align the system with international standards (ICOM, ICCROM).
  - Finalize the guideline for the Unified Digital Accession Numbering System

## ২. সংস্কার উদ্যোগের বর্ণনা (Wayout & Result)

- **Result:**

- ✓ Unique accession number will eliminate duplication
- ✓ Improved inventory efficiency
- ✓ Easier research and documentation access
- ✓ Researchers, students, and professionals gain reliable data
- ✓ Public engagement via digital access and exhibitions
- ✓ Lays foundation for a national, transparent digital inventory

## ৩. সংস্কার উদ্যোগের প্রস্তাবিত পরিসংখ্যান

- **Name of the Pilot Reform Initiative:** Improving Accession Numbering System for movable antiquities at Department of Archaeology
- **Implementing Institute:** Department of Archaeology
- **Name of the piloting location:** Head Office, Department of Archaeology.
- **Rationale for choosing the pilot location:** The initiating officer is based at the Head Office. Close and continuous monitoring of implementation activities was feasible, ensuring high-quality oversight and more accurate evaluation of results.
- **Piloting start and end:** 15 May 2025 to 15 August 2025 (3 months)
- **Number of Direct Beneficiaries:** approximately 150–200 individuals
- **Estimated Cost Savings:** While the reform primarily uses existing human and financial resources, the introduction of a unified accession numbering system will bring indirect but significant cost savings.



## ৪. পাইলট বাস্তবায়নের সাথে কারা-কারা সম্পৃক্ত হবেন এবং তাদেরকে কীভাবে কাজে লাগানো যাবে? (Stakeholder Analysis & their Management)

| Stakeholder                     | Role                         | Management Strategy                     |
|---------------------------------|------------------------------|-----------------------------------------|
| Department of Archaeology (DoA) | Lead implementer             | Capacity building and training          |
| Ministry of Cultural Affairs    | Oversight and policy support | Periodic review and resource allocation |
| Museum curators and custodians  | Operational support          | Involvement in design and piloting      |
| Researchers, students, public   | End beneficiaries            | Awareness and access improvement        |
| ICOM, ICCROM                    | Standard reference bodies    | Technical validation and alignment      |

## ৫. পাইলট সংস্কার বাস্তবায়নে বিভিন্ন ধরনের রিসোর্স কীভাবে কী প্রয়োজনে কাজে লাগানো হবে? (Resource Mobilization)

- **Human Resources:** Existing DoA staff (Deputy Directors, Assistant Directors, custodians).
- **Financial Resources:** Utilized from DoA's operational budget.
- **Technical Resources:** Internal ICT team and infrastructure.
- **Expert Support:** Alignment with ICOM/ICCROM standards.



## ৬. সংস্কার উদ্যোগটি সফলভাবে বাস্তবায়নের লক্ষ্যে বিস্তারিত কার্যক্রম (Details of Activities)

| ক্রম | কার্যক্রম                                                  | কে বাস্তবায়ন করবে                                    | বাস্তবায়নের<br>নির্ধারিত সময় | সমস্বয়ের<br>বিষয়/মন্তব্য |
|------|------------------------------------------------------------|-------------------------------------------------------|--------------------------------|----------------------------|
| 1    | Prepare a standard and systematic data collection format   | Deputy Director,<br>Assistant Director,<br>Custodians | 7 days                         |                            |
| 2    | Draft unified accession numbering system guideline         | Same as above                                         | 21 days                        |                            |
| 3    | Training/workshop/stakeholder meeting                      | Same as above                                         | 15 days                        |                            |
| 4    | Piloting accession numbering for terracotta at head office | Same as above                                         | 30 days                        |                            |
| 5    | Finalization of guideline                                  | Same as above                                         | 15 days                        |                            |



৭. পাইলট সংস্কার উদ্যোগটি এগিয়ে নিয়ে যাওয়া, এর বন্ধ হওয়া রোধ করা, অভীষ্ট গ্রুপের নিকট এটিকে জনপ্রিয় করা, মনিটরিং কার্যক্রম এবং এর রেন্ডিট/রোলিং আউটসহ টেকসইকরণ বিষয়ে কী-কী কৌশল গ্রহণ করা হবে? (Sustainability Strategies)

- **Institutionalization:** SOPs, official guideline
- **Capacity building:** Continuous training
- **Monitoring and evaluation:** KPIs, reporting to Ministry
- **Public Engagement:** Open digital access, online exhibitions
- **Scaling-up:** Rollout to 22 museums in phases
- **Partnerships:** Explore funding and tech support with donors/PPPs

*Thank you*

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# Reform Initiative Implementation Action Plan - RIIAP)

**Name :** Sheikh Sakil Uddin Ahmed

**Designation:** Additional Secretary

**Working Place:** Ministry of Railways

Roll No : 115

Thematic Group: Transparent, Efficient & Effective Offices



# Problem Identification

- Scope Creeping and Gold Plating in projects are common.
- Padma Rail Link Project: Estimated cost for Bhanga Junction Station's was 5 crore. But the actual cost incurred for that 220 crore.
- Normally this extra amount is paid from Physical contingency as per Contract Clause(Variation).
- Concerned clause for this project: if the loan amount kept for Physical contingency can be covered by , govt will pay the rest.
- The project's actual expenditure is more what has been kept in the Physical Contingency.
- Later, DPP has been revised assuming that Physical contingency will be increased from the savings of provisional sum and price contingency of the contract.
- However, the funding agency did not agree.
- DPP has to be revised to arrange GOB funding with a provision of foreign exchange to pay the contractor.

# Piloting of the Reform Initiative(RI)

- a) Title of the initiative : **Codification of Lesson Learning of Padma Rail Link Project.**
- b) Piloting to be implemented in the Ministry of Railways
- c)
  - Projects are large and complex
  - Implemented with foreign loan
  - Various Bidding Method : DPM, LTM, Open
  - Various Development Partner : ADB, WB, JICA, LOC, EIB, EDCF , Chinese G to G
  - Follow FIDIC contract
  - Contracted value contains construction cost + PS + Price Adjustment
  - + Physical Contingency ( Different from DPP's contingencies)
  - Cost and Time overrun are natural phenomena.
- d) Piloting Start Date : 15 May 2025 and Completion Date: 5 August 2025
- e) Project Directors, Executing Agencies, Sponsoring Ministries/Divisions, Planning Commission & ERD will be benefitted. Development expenditure will be reduced.

# Stakeholder Identification, Analysis & Engagement

- Secretary, Wing Chiefs, Concerned Ministry Officials
- DG Rail , High Officials of Bangladesh Railway,
- Project Directors , Consultants,
- Officials of the Planning Commission, ERD, IMED, Finance Division
- Officials will be engaged through Workshop
- Project Streeting Committee meeting
- Informal Discussion



## 6. Action Plan:

| s<br>l | Activities                                                                                                              | Responsible Person                       | Implementation Period  | Output                                  |
|--------|-------------------------------------------------------------------------------------------------------------------------|------------------------------------------|------------------------|-----------------------------------------|
| 1      | A report to be submitted to the secretary along with this RIIP                                                          | Additional Secretary (Planning)          | 12 May to 15 May '25   | Seek permission to work on RIIP         |
| 2      | Build a team comprising with officials of Planning and Development Wing                                                 | Additional Secretary (Planning)          | 18 May to 22 May '25   | Officials are motivated to work on RIIP |
| 3      | Prepare a <b>template</b> for documenting <b>Lessons Learned</b>                                                        | Additional Secretary (Planning) and Team | 25 May to 15 June '25  | Problems Identified                     |
| 4      | Consult relevant project files, reports, meeting proceedings of Padma Rail Link Project for lesson learned codification | Additional Secretary (Planning) and Team | 18 June to 22 June '25 | Lesson Learned is Codified of the proje |
| 5      | Arrange a stakeholder meeting or workshop                                                                               | Additional Secretary (Planning) and Team | 25 June to 10 July '25 | Officials are motivated                 |
| 7      | Finalize project wise lesson Learned codification of the selected project                                               | Additional Secretary (Planning) and Team | 15 July to 31 July '25 | Project files are Updated               |

# Strategic Recommendations

- Use lessons learned while preparing working paper for Project meeting in the ministry.
- Encourage sharing and applying lessons learned.
- AI-driven insights and integration with Project Management tools can automate lesson retrieval.
- Introduce project management/contract management courses/training.

# Reform Initiative/innovation Action Plan

MD ASHRAFUL ISLAM

Additional Secretary

Ministry of Defence

**Title:** Ensuring well-documented and speedy submission of STATEMENT OF FACT in Defence land related civil suits against government

- **Definition and category of Defence land:** There are three categories of defence lands in our country. Category A, B and C. Category 'A' includes the lands which are actively occupied by Armed forces. Category 'B' lands are under the custody of MEOs and DMLC and Category 'C' includes the lands which are vested under Cantonment boards for their use and management. There are some special laws and rules are there in management and disposal of Defence land.
- **Why civil suits arise:** In the cases of defence land, most of the time, illegal occupants create fake documents and file cases against the government to gain ownership.
- **Problem:** Improper and Delay submission-In these cases, due to the inability to submit timely S F along with appropriate documents, the verdict of the case goes against the government in many cases, resulting in loss of land and financial resources to the government.



***Causes of the Problem:***

- A. To preparing S F of a civil suit is some what technical task and relevant supporting documents are essential in preparing S F.
- B. Lack of land acquisition, khas land allocation and transferred land from other governmental departments related records in MEO office and in Cantonment board offices cause delay in preparing S F.
- C. For the vetting from Government pleader also causes delay in processing S.F, because usually huge number of cases remain pending to G P.
- D. Due to partial ignorance of land laws and inefficiency in preparing SF of the employees and officials involved in SF preparing.
- E. Negligence and unwanted delay in collecting relevant documents,
- F. Insufficient budget allocation and logistics at MEO offices resulting in improper and delayed SF submission.

## *Reform Initiative Action Plan:*

| SL | Action                                                                                                                                  | Role & Responsibility                                                                          | Resource/Budget                                                      | Deadline/ time frame                       |
|----|-----------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|----------------------------------------------------------------------|--------------------------------------------|
| 1  | Creation of computerized database of Defence land records                                                                               | Army, Navy, and Air head Quartar, DML&C, Military Estate Offices and Cantonment board offices. | ICT materials, Budgetary allocation and trained personnel.           | 6 to 9 months                              |
| 2  | Arranging effective training for all concerned                                                                                          | Department of military lands and Cantonments.                                                  | Trainer in Land law experts and experienced SF preparing persons.    | Quarterly on the job training (Need based) |
| 3  | Ensuring the system of rewards and punishments for the concerned employees                                                              | Ministry of Defence and Department of military lands and Cantonments.                          | Government Service rules and Concerned circulars of cabinet division | Need based                                 |
| 4. | Arranging vehicle for the employees concerned with SF preparation, for their travel to various offices and courts, including incentives | Ministry of Finance, Ministry of Defence                                                       | Increased budgetary allocation                                       | Financial year basis                       |

| SL | Action                                                               | Role & Responsibility                                         | Resource/Budget                                     | Deadline/time frame   |
|----|----------------------------------------------------------------------|---------------------------------------------------------------|-----------------------------------------------------|-----------------------|
| 5  | holding monthly progress review meetings                             | DMLC & MEOs,Cantonment Boards                                 | Factual reports and authentic reference             | Monthly regular basis |
| 6  | Coordination with the concerned headquarters and ministry of Defence | DG Department of military lands and Cantonments.              | Trough Application of ICT                           | Need based            |
| 7  | Capacity building of military Estate offices                         | Ministry of Finance, Ministry of Defence,DML&C                | Providing modern survey equipment's                 | 6 to 9 months         |
| 8  | Appointment of panel advocates in the office of DMLC                 | Ministry of Law<br>Ministry of Finance<br>Ministry of Defence | Legal approval and Budgetary support                | 3 to 6 month          |
| 9  | Ensuring well Demarkation of defence land boundary                   | Head quarter of Army, navy, and Air force, DG, DML&C.         | Construction of necessary boundary structure by LTM | 12 to18 months        |



## **SOWT Analysis:**

**Strength:** Army, Navy and Air-head Quartar have enough manpower and necessary budget support. They have also quick responding habit

**Weakness:** The stakeholders don't have desired land law knowing manpower. MEOs also have no modern survey equipment and sufficient manpower to oversee the lands situated in the large areas of the country.

**Opportunity:** Complete Creation of land records database by government particularly C S, S A and R S khatians would be easy to collect information in preparing S F. Also Digital survey of land by the government would expedite smooth occupation of defence land.

**Threat:** Illegal occupants alwyas try to encroach the boundary of land. Hacking of land record data is a risk here. Because of legal compliance in Defence arena, it is some what difficult to implement digital application of land data base.

## Stake holder consultation:

Army, Navy and Air head Quartar, units and formations of them, Department of military lands and Cantonments, MEO offices, Cantonment Boards and Ministry of Defence are the main stake holders of this issue.

|          |      |                                                                                                                                                            |                                                                                                                                                                                           |
|----------|------|------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Interest | High | <b>Subjects</b><br><b>High interest but low influence:</b><br><b>Different Units and formations of Army, Navy and Air forces and Cantonment Boards.</b>    | <b>Players</b><br><b>High interest and high influence:</b><br><b>Headquarters of 3 forces, Military Estate Officers, Government pleaders concerned, and Cantonment Executive officers</b> |
|          | Low  | <b>Bystanders</b><br><b>Low interest and low influence:</b><br><b>S F preparing concerned employees of MEO offices and employees of Cantonment Boards.</b> | <b>Actors</b><br><b>High interest but low influence:</b><br><b>Ministry of Defence, Department of military lands and Cantonments, Station Commander of Cantonments</b>                    |
|          |      | Low Influence                                                                                                                                              | High                                                                                                                                                                                      |

**Way Forward:** Well documented and speedy submission of SF is a prerequisite to contest the Land suit to win to protect government's interest. If we are able to apply the action plan recommended here with legal compliance it will be easy and fruitful to submit well-documented and speedy S F.



## Annexure

# Reform Initiative Implementation Action Plan (RIIAP)

Name of Initiator: Md. Mahmudul Hasan

Designation: Additional Secretary

Work Place: Director General (PMIE Wing)

Local Government Division

# Reform Initiative Implementation Action Plan (RIIAP)

Title: Introducing Effective Evaluation of Development Projects: Piloting Three Projects of Local Government Division.



# Problem Identification

Local Government Division (LGD) is mandated to build and maintain rural roads and infrastructures, provide drinking water in urban and rural areas, provide sanitation and hygiene services, manage and oversee rural and urban Local Government Institutions (LGIs), among others. This is one of the highest spending development ministries of the Government of Bangladesh.

In 2024-2025 Fiscal Year, LGD has been allocated around BDT 38,000 crore as development spending for its around 230 development projects and the LGIs. The development projects are being implemented by the Local Government Engineering Department (LGED), Department of Public Health Engineering (DPHE), Water and Sewerage Authorities (WASAs), City Corporations, Municipalities, etc.

# Problem Identification

There are findings from the audit reports , administrative enquiries, notes from the Development Partners, print, electronic and social media reports on quality compromise, financial irregularities and other wrong-doings. Most of the projects suffer from time and cost overruns. Development project governance is in question undermining achieving the objectives of the projects.

Many research findings identified inadequate accountability, insufficient stakeholder engagement and communication as causes of poor project performance in Bangladesh. Institutional inadequacies are also identified as one of the impediments.

# Problem Identification

In this backdrop, a strong monitoring and evaluation system of the line ministry (LGD) demands more attention to ensure/enhance effectiveness of the development projects. A robust monitoring and evaluation system to oversee the large number of development projects during and post implementation stage could ensure 'value for money' of the huge amount of public expenditures.



# Details of Action Plan

| Sl. No. | Action                                                                                                                                                                                                                                                       | Actor                                                 | Time Frame     |
|---------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|----------------|
| 1.      | Examining the Development Project Proforma/ Proposal (DPP): <ul style="list-style-type: none"> <li>Analysis of the feasibility study, project objectives, consistency with macro-policies; expected outcomes and impacts, logical framework, etc.</li> </ul> | Joint Secretary (M & E)<br>Senior Asst. Secretary (E) | May/June, 2025 |
| 2.      | Examining the Project Completion Report (PCR): <ul style="list-style-type: none"> <li>Study and analysis of planned activities and results achieved including financing requirements.</li> </ul>                                                             | JS (M & E)<br>SAS (E)                                 | July 2025      |
| 3.      | Examining the procurement activities: <ul style="list-style-type: none"> <li>Consistency of procurements with PPA/PPR and other procurement guidelines (if any);</li> </ul>                                                                                  | JS (M & E)<br>SAS (E)<br>Project Director (PD)        | July 2025      |
| 4.      | Examining the sample testing report of the ingredients used in the project: <ul style="list-style-type: none"> <li>Quality check of the ingredients from a recognized lab/authority for the physical infrastructure projects is essential</li> </ul>         | JS (M & E)<br>SAS (E)<br>PD/ Agency Representative    | June/July 2025 |



# Details of Action Plan

| Sl. No. | Action                                                                                                                                                                                                                                                                            | Actor                             | Time Frame       |
|---------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|------------------|
| 5.      | Visiting the project sites and physical testing, if necessary: <ul style="list-style-type: none"> <li>• Site visits of important project components;</li> <li>• Testing of the completed infrastructures on random basis;</li> </ul>                                              | JS (M & E)<br>SAS (E)<br>PD       | July 2025        |
| 6.      | Discussion with relevant stakeholders (Officials of PMU, Contractor/supplier, local beneficiary, etc.): <ul style="list-style-type: none"> <li>• Collect opinions of different groups of people involved in the project implementation provides insights;</li> </ul>              | DG, PMIE<br>JS<br>SAS             | July 2025        |
| 7.      | Examining the records and registers of the project: <ul style="list-style-type: none"> <li>• Records of chronological actions, assets, finance and accounts need a detail analysis;</li> </ul>                                                                                    | JS (M & E)<br>SAS (E), PD/DPD     | June/July 2025   |
| 8.      | Overall findings: <ul style="list-style-type: none"> <li>• Achievement of objectives, timeliness of implementation;</li> <li>• PIC/PSC guidance, project revision issues;</li> <li>• Quality of work, 'value for money';</li> <li>• Procurement and other compliances;</li> </ul> | DG, PMIE<br>JS (M & E)<br>SAS (E) | July/August 2025 |

# Sustainability Strategies

- ✓ Lessons learned could be used as 'policy inputs' for upcoming/ pipeline projects of similar nature;
- ✓ 'Prioritization' of projects and consistency with sector policies;
- ✓ Project Management/Governance suggestions including efficient financial management;
- ✓ Linking with Management Information Systems (MIS) of LGD;
- ✓ Performance Indicators to be set for PMIE Wing;
- ✓ Pool of Project Directors and Deputy Project Directors;

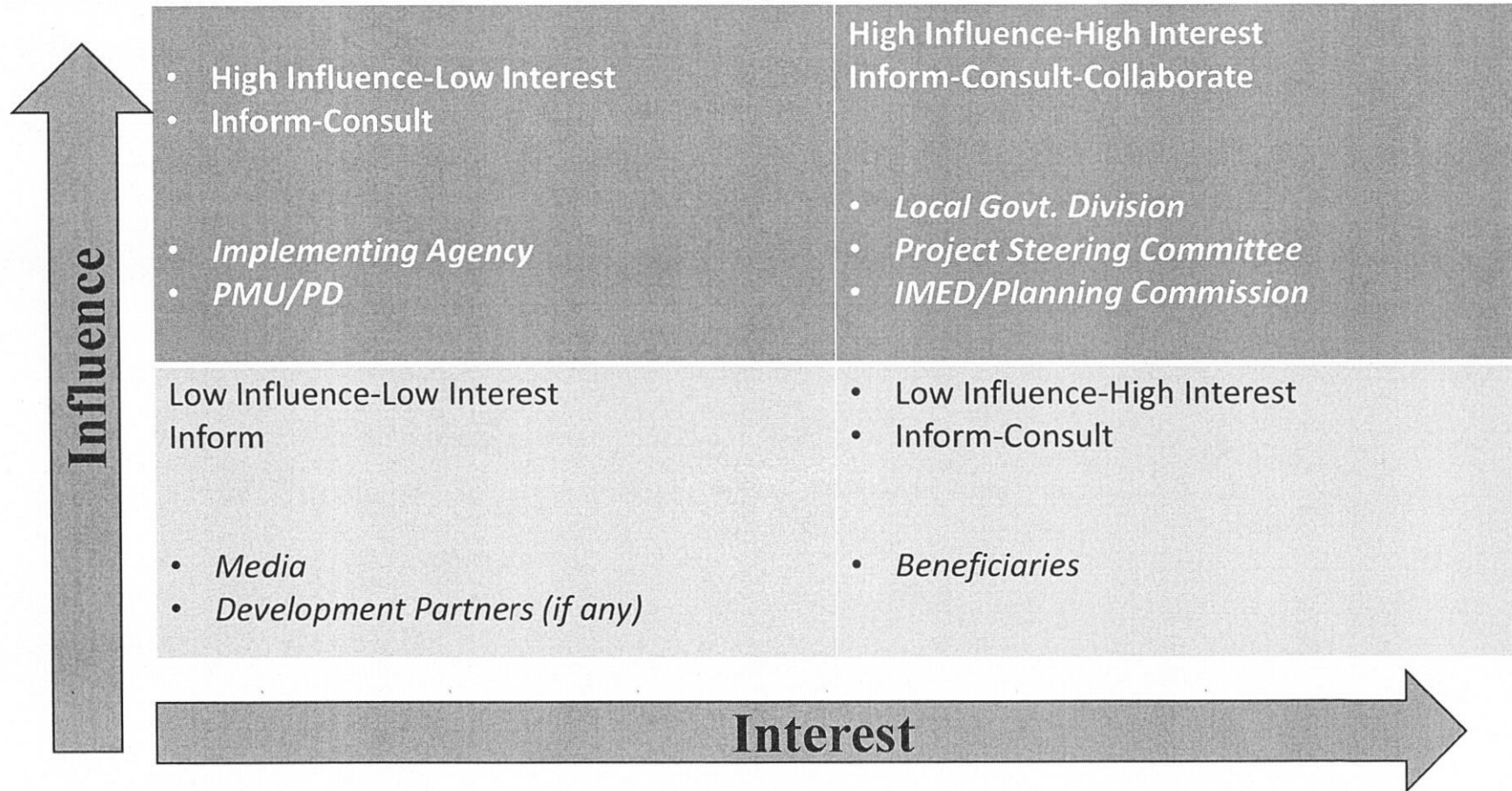


# SWOT Analysis

| Strength                                                                                                                                                                                                                                                                             | Weakness                                                                                                                                                                                                                                                                       |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• One dedicated Branch and three Sections under PMIE Wing of LGD;</li> <li>• Presence of the implementing agencies at District and Upazila levels;</li> <li>• Testing laboratories at Regional/District Level offices;</li> </ul>             | <ul style="list-style-type: none"> <li>• No proper guideline for development project evaluation;</li> <li>• Lacks specialized knowledge to understand and analyze projects of highly technical nature;</li> <li>• 'Capacity constraint' of the government entities;</li> </ul> |
| Opportunities                                                                                                                                                                                                                                                                        | Threats                                                                                                                                                                                                                                                                        |
| <ul style="list-style-type: none"> <li>• Building partnership with Engineering and Technical Universities can create a win-win situation;</li> <li>• The development agencies can build a positive image;</li> <li>• MIS System of LGD to incorporate the lessons learnt;</li> </ul> | <ul style="list-style-type: none"> <li>• The 'Rent Seeking' culture could create hindrances and tarnish the objectives;</li> </ul>                                                                                                                                             |



# Stakeholder Analysis Matrix



THANK YOU





26th PPMC

## Presentation of Reform Initiative Implementation Action Plans (RIIAP)

Thematic Group: Entrepreneurship, Skills & Employment Date & Time: 8 May, 2.15 - 4.25 pm

Chairperson

A H M Shafiquzzaman

Secretary, Ministry of Labour and Employment

### Reform Initiative Owners (RIOs)

*Committed to implement the Pilot in 3 months*



20252

Md. Kamal Ataher Hossain

Developing Curriculum to Eliminate Skill Deficiency: Piloting in Planning Commission



20240

Md. Firoz Uddin

Bridging Skills Gap in Japanese Economic Zone



6348

Parimal Singha

Improving Curriculum for Enhancing Employability at BITAC



20245

Md. Younus Mian

Designing Demand driven Training for Employment & Entrepreneurship



6421

Abul Foyez Md Alauddin Khan

Alleviating Unemployment by Providing Job-oriented Training to the Children of valiant freedom fighters

# সংস্কার উদ্যোগ বাস্তবায়ন কর্মপরিকল্পনা

পরিমল সিংহ

মহাপরিচালক (অতিরিক্ত সচিব)

বাংলাদেশ শিল্প কারিগরি সহায়তা কেন্দ্র (বিটাক)

শিল্প মন্ত্রণালয়।

•

ডিমান্ডবেজ প্রশিক্ষণ কারিকুলাম সংস্কারপূর্বক কর্মসংস্থান সৃষ্টি



## ১. গভর্নেন্স সমস্যার বর্ণনা

(সমস্যার কারণ ও ফলাফল উল্লেখ করুন)

- প্রশিক্ষণ পরবর্তী কারিগরি প্রশিক্ষণার্থীদের কর্মসংস্থান/উদ্যোক্তার তথ্য না জানা।
- তথ্যাদি বিশ্লেষণ করে সর্বোচ্চ সংখ্যক প্রশিক্ষণার্থীদের কর্মসংস্থান বা উদ্যোক্তা তৈরির ব্যবস্থা করে দেশের অর্থনীতিতে অবদান রাখা

## ২. সংস্কার উদ্যোগের বর্ণনা

(পাইলটিং বিবেচনায় নিয়ে সমস্যা সমাধানের উপায় ও ফলাফল উল্লেখ করুন)

সমস্যা সমাধানের উপায়ঃ

- প্রশিক্ষণ সমাপ্তির পর প্রশিক্ষণার্থীদের কারিগরি প্রশিক্ষণ পরবর্তী ফিডব্যাক সংগ্রহ
- ফিডব্যাক সংগ্রহ পদ্ধতি- মেসেজ, টেলিফোন, ডাক, বিশেষ ক্ষেত্রে সরাসরি পরিদর্শন
- জব প্রোভাইডারদের সাথে লিঙ্কেজ স্থাপন করা
- প্রশিক্ষণের কার্যকারিতা/প্রভাব- মূল্যায়ন/পর্যবেক্ষণ

## চলমান----

### ফলাফলঃ

- কারিকুলাম উন্নয়ন; প্রয়োজনে নতুন টেকনোলজি সম্বলিত কোর্স চালুকরণ
- পলিসি ফর্মুলেশনে সহায়তা
- যুগোপযোগী প্রশিক্ষণার্থী তৈরিকরণ
- কর্মসংস্থান সৃষ্টি/জব প্রোভাইড করা
- ফলাফল পরিবীক্ষন



### ৩. সংস্কার উদ্যোগের প্রস্তাবিত পরিসংখ্যান

(ক) শিরোনামঃ ডিমান্ডবেস কারিকুলাম সংস্কারপূর্বক কারিগরি প্রশিক্ষণার্থীদের কর্মসংস্থান সৃজন।

(খ) বিটাক কর্তৃক বাস্তবায়ন

(গ) পাইলটিং স্থানঃ বিটাক, বগুড়া; বিবেচনার কারণ-লাইট ইঞ্জিনিয়ারিং হাব

(ঘ) মেয়াদঃ জুলাই/২৫ হতে সেপ্টেম্বর/২৫

(ঙ) উপকারভোগীঃ ১০ জন দক্ষকর্মী।

(চ) আর্থিক সাশ্রয়ঃ পরোক্ষ অর্থ সাশ্রয়- দক্ষ কর্মী, কম অপচয়, অধিক উৎপাদন

## ৪. পাইলট বাস্তবায়নের সাথে কারা-কারা সম্পৃক্ত হবেন এবং তাদেরকে কীভাবে কাজে লাগানো যাবে?

- ❖ কারিগরি প্রশিক্ষণার্থী, স্টেকহোল্ডার (জব প্রোভাইডার, প্রত্যক্ষ বা পরোক্ষভাবে ইনভল্ভড অন্যান্য) সম্পৃক্তকরণ
- ❖ সংশ্লিষ্ট স্টেকহোল্ডারদের নিয়ে নিয়মিত বিরতিতে সভা আয়োজন ও পরামর্শ গ্রহণ
- ❖ পরামর্শ বিষয়ক ডাটাবেজ সংরক্ষণ
- ❖ গৃহীত পরামর্শ থেকে মেয়াদভিত্তিক বাস্তবসম্মত লক্ষ্য নির্ধারণ ও বাস্তবায়ন
- ❖ কারিকুলাম যুগোপযোগিকরণে (প্রয়োজনে) স্টেকহোল্ডারদের সম্পৃক্তকরণ

## ৫. পাইলট সংস্কার বাস্তবায়নে বিভিন্ন ধরনের রিসোর্স কীভাবে কী প্রয়োজনে কাজে লাগানো হবে?

- ☐ জব প্লেসমেন্ট সেল/অফিসার- তথ্য সংগ্রহ, প্রশিক্ষণার্থী-জব প্রোভাইডার সংযোগ
- ☐ তদারকি- প্রশিক্ষণ প্রধান বা দায়িত্বপ্রাপ্ত কর্মকর্তা ; ক্ষেত্র বিশেষে কেন্দ্র প্রধান
- ☐ প্রয়োজনীয় অর্থ বরাদ্দ



## ৬. সংস্কার উদ্যোগটি সফলভাবে বাস্তবায়নের লক্ষ্যে বিস্তারিত কার্যক্রম

| ক্রম | কার্যক্রম                                                                       | কে বাস্তবায়ন করবে            | বাস্তবায়নের নির্ধারিত সময় | সমন্বয়ের বিষয়/মন্তব্য |
|------|---------------------------------------------------------------------------------|-------------------------------|-----------------------------|-------------------------|
| ০১   | প্রশিক্ষার্থীদের থেকে ফিডব্যাক সংগ্রহ                                           | জব প্লেসমেন্ট সেল /<br>অফিসার | ৩ মাস                       | মনিটরিং                 |
| ০২   | চাকুরিদাতাদের কাছ থেকে ফিডব্যাক সংগ্রহ                                          | জব প্লেসমেন্ট সেল /<br>অফিসার | ৩ মাস                       | মনিটরিং                 |
| ০৩   | প্রাপ্ত ফিডব্যাক থেকে অফলাইন (সম্ভব হলে অনলাইন)<br>ডাটাবেজ তৈরিকরণ              | প্রশিক্ষণ বিভাগ               | ৩ মাস                       | মনিটরিং                 |
| ০৪   | তৈরিকৃত ডাটাবেজ কাজে লাগিয়ে প্রশিক্ষণ কারিকুলামে<br>প্রয়োজনীয় পরিবর্তন আনয়ন | প্রশিক্ষণ বিভাগ               | ৩ মাস                       | মনিটরিং                 |
| ০৫   | পরিবর্তিত কারিকুলাম বাস্তবায়ন নিশ্চিতকরণ                                       | প্রশিক্ষণ বিভাগ               | ৩ মাস                       | মনিটরিং                 |
| ০৬   | উন্নতির ধারা চলমান রাখতে এই চক্র চালু থাকা নিশ্চিত                              | প্রশিক্ষণ বিভাগ               | ৩ মাস                       | মনিটরিং                 |
| ০৭   | কর্মসংস্থান সৃজন                                                                | প্রশিক্ষণ বিভাগ               | ৩ মাস                       | মনিটরিং                 |



৭. পাইলট সংস্কার উদ্যোগটি এগিয়ে নিয়ে যাওয়া, এর বন্ধ হওয়া রোধ করা, অসুস্থ গ্রুপের নিকট এটিকে জনপ্রিয় করা, মনিটরিং কার্যক্রম এবং এর রেকর্ড/রোলিং আউটসহ টেকসইকরণ বিষয়ে কী-কী কৌশল গ্রহণ করা হবে?

এগিয়ে নিয়ে যাওয়া-

- ফিডব্যাক বিশ্লেষণ এবং চিহ্নিতকরণ
- বাস্তবসম্মত পরিবর্তন আনা
- জব প্লেসমেন্ট কর্মকর্তা নিয়োগ
- প্রশিক্ষকদের উন্নয়ন,
- সম্পদের সঠিক ব্যবহার
- স্টেকহোল্ডারদের অবহিতকরণ

চলমান-----

জনপ্রিয় করা-

- সফলতার গল্প প্রচার
- ফিডব্যাক উদ্ধৃতি ব্যবহার
- সাবেক শিক্ষার্থীদের নেটওয়ার্ক।
- প্রশিক্ষণার্থীদের সুপারিশ
- ওয়েবসাইট ও সোশ্যাল মিডিয়া।



## চলমান-

### মনিটরিং কার্যক্রম-

- নিয়মিত ফিডব্যাক সংগ্রহ
- ফিডব্যাক ডেটা বিশ্লেষণ
- প্রশিক্ষণ উপকরণের মূল্যায়ন
- জব প্রোভাইডারদের সাথে প্রশিক্ষণার্থীদের সংযোগ ঘটানো।

## চলমান--

### পরিধি বৃদ্ধি ও টেকসইকরণ-

- ফিডব্যাকের ভিত্তিতে নতুন মডিউল তৈরি
- বিভিন্ন স্তরের প্রশিক্ষণ
- স্থানীয় চাহিদা অনুযায়ী পরিবর্তন
- দীর্ঘমেয়াদি অংশিদারিত্ব।

# ধন্যবাদ



# **Reform Initiative and Implementation Action Plan (RIIAP)**

**Md. Younus Mian  
Chief (Additional Secretary)  
Industry and Energy Division  
Planning Commission**







# Challenges

- Officials newly posted in Industry and Energy Division of Planning Commission are not oriented with activities of power and energy sector;
- Lack of ideas about inputs and outputs of the project under Power and Energy sector;
- Projects under Power and Energy sector submitted to planning commission cannot be appraised appropriately.



# Initiative

- **Developing a standard protocol to appraise investment projects under Power and Energy sector.**
- **Focusing on Power and Energy sector, arranging 10 days orientation program for the officials of Industry and Energy Division of Planning Commission.**

# Stakeholders

- **Power Division**
- **Energy and Mineral Resources Division (EMRD)**
- **Bangladesh Power Development Board (BPDB) and the state owned Companies linked with power generation, transmission and distribution**
- **Rural Electrification Board (REB)**
- **Petrobangla and its different companies assigned with surveys/exploration, development, transmission and distribution**

# **Proposed Initiative**

## **Best Practice of project appraise in Power and Energy Sector**

**Organization:**

**Industry and Energy Division, Planning Commission**

**Justification:**

**Demand driven and Cost-effective project needs to be undertaken for enhancing economic growth development.**

**Timeline: 3 Months (June 2025 - August 2025)**



# **Resources for Implementing Initiative**

- **Logistic support will be provided by Planning Division.**
- **Technical supports will be provided by the Bangladesh Power Development Board, Rural Electrification Board (REB) and Petrobangla.**
- **Policy support (if needed) will be provided by NEC-ECNEC Wing, Planning Division**
- **Industry and Energy Division, Planning Commission (PC).**

# Action Plan

| Step | Activity                                                                                 | Executing Agency | Jun-25 |    |    |    | Jul-25 |    |    |    | Aug-25 |    |    |    |
|------|------------------------------------------------------------------------------------------|------------------|--------|----|----|----|--------|----|----|----|--------|----|----|----|
|      |                                                                                          |                  | W1     | W2 | W3 | W4 | W1     | W2 | W3 | W4 | W1     | W2 | W3 | W4 |
| 1    | Consultation with Power Division, EMRD and others (REB, Petrobangla and other companies) | PC               |        |    |    |    |        |    |    |    |        |    |    |    |
| 2    | Drafting of standard protocol for Project appraisal                                      | PC               |        |    |    |    |        |    |    |    |        |    |    |    |
| 3    | Sharing the draft protocol with stakeholders and finalize                                | PC               |        |    |    |    |        |    |    |    |        |    |    |    |
| 4    | Arrange ten days long (two days in a week) orientation program                           | PC               |        |    |    |    |        |    |    |    |        |    |    |    |

# **Benefits of the Initiative**

**Ensure undertaking demand driven, cost-effective and sustainable projects in Power and Energy sector.**



THANK YOU

# **Reform Initiative/Innovation Action Plan [RIIAP]**

Md. Kamal Ataher Hossain  
Additional Secretary  
Planning Division

# Enhancing Capacity In Development Planning: A Training Needs Assessment For The Bangladesh Planning Commission



## RIIAP Problem Identification

- ❖ Since the merger of the BCS Economic Cadre with the BCS Administration Cadre in 2020, the Planning Commission of Bangladesh has been staffed with officers from the Administration Cadre, many of whom lack prior experience in government development planning processes.
- ❖ Given the critical role of the Planning Commission in shaping economic policies, approving projects, and formulating national development plans, this skills gap could impact the efficiency and effectiveness of policy formulation and project assessment.
- ❖ Therefore, a structured training needs assessment is essential to identify skill deficiencies, enhance capacity, and ensure that officials are well-equipped to fulfill their responsibilities effectively at various levels within the Planning Commission.



## RIIAP Problem Identification

### Causes of the Problem:

#### Causes of the Problem

- ☐ **Lack of Need-Based Customized Training Intervention –**  
The absence of targeted training programs for officials posted in the Planning Commission leads to inefficiencies in policy formulation and project assessment.
- ☐ **Absence of a Structured and Recurring Training Mechanism –** Without a continuous learning framework, skill gaps persist, affecting institutional efficiency over time.

| SL   | Action                                                                                                                                                                                                                                                                                                                                                                                                                                     | Actor                                                                         | Time Frame |
|------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|------------|
| 1.   | <b>Planning &amp; Preparation Phase</b>                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                               | Month 1-2  |
| 1.1. | <b>Training Program Design</b>                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                               |            |
|      | <ul style="list-style-type: none"> <li>• Define <b>learning objectives</b> based on the Training Needs Assessment (TNA).</li> <li>• Develop <b>course content</b>, including lectures, workshops, and case studies.</li> <li>• Identify <b>training methodologies</b> (e-learning, mentorship, interactive discussions).</li> <li>• Secure expert facilitators from the Planning Commission, academia, and policy institutions.</li> </ul> | Establish a team with the Joint Secretary(Training wing) and fellow officers. |            |
| 1.2. | <b>Resource &amp; Budget Allocation</b>                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                               |            |
|      | <ul style="list-style-type: none"> <li>• Utilize the existing <b>Training Wing's regular budget</b> for implementation.</li> <li>• Procure necessary training materials (manuals, digital resources, assessment tools).</li> <li>• Establish a <b>learning management system</b> for ongoing digital training.</li> </ul>                                                                                                                  |                                                                               |            |



| SL   | Action                                                                                                                                                                                                                                                                                                                                 | Actor                                           | Time Frame |
|------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|------------|
| 2.0  | <b>Implementation Phase</b>                                                                                                                                                                                                                                                                                                            |                                                 | Month 3    |
| 2.1. | <b>First Batch Orientation Training (Pilot Program)</b>                                                                                                                                                                                                                                                                                |                                                 |            |
|      | <ul style="list-style-type: none"> <li>• Conduct <b>introductory training sessions</b> for newly appointed officers.</li> <li>• Deliver <b>core modules</b> covering development planning, project approval, and governance.</li> <li>• Introduce <b>interactive case study discussions</b> to apply theoretical knowledge.</li> </ul> | Resource Persons<br>from various<br>institution |            |

| SL   | Action                                                                                                                                                                                                                                                                                                       | Actor                               | Time Frame |
|------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|------------|
| 2.2. | <b>Monitoring &amp; Feedback Collection</b>                                                                                                                                                                                                                                                                  |                                     |            |
|      | <ul style="list-style-type: none"> <li>Evaluate trainees' progress through <b>pre- and post-training assessments</b>.</li> <li>Collect participant feedback through <b>surveys and interviews</b> to refine content.</li> <li>Analyze performance gaps and adjust training materials accordingly.</li> </ul> | Training Wing,<br>Planning Division |            |
| 2.3. | <b>Certification &amp; Recognition</b>                                                                                                                                                                                                                                                                       |                                     |            |
|      | <ul style="list-style-type: none"> <li>Provide certification upon course completion to <b>validate skills acquired</b>.</li> <li>Recognize outstanding trainees for their contributions to policy discussions.</li> </ul>                                                                                    |                                     |            |



| SL     | Action                                                                                                                                                                                                                                                                                                                                             | Actor                                                                                | Time Frame    |
|--------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|---------------|
| • 3.0. | <b>Institutionalization &amp; Recurring Training Phase</b>                                                                                                                                                                                                                                                                                         |                                                                                      | • (Month 4-6) |
| • 3.1. | <b>Integration into Annual Training Calendar</b>                                                                                                                                                                                                                                                                                                   |                                                                                      |               |
|        | <ul style="list-style-type: none"> <li>• Institutionalize the <b>Orientation Course</b> as a recurring program under the <b>Training Wing</b>.</li> <li>• Schedule <b>annual orientation training</b> for newly appointed officials.</li> <li>• Establish a <b>refresher course</b> for mid-career and senior officers.</li> </ul>                 | <ul style="list-style-type: none"> <li>• Training Wing, Planning Division</li> </ul> |               |
| • 3.2. | <b>Evaluation &amp; Program Enhancement</b>                                                                                                                                                                                                                                                                                                        |                                                                                      |               |
|        | <ul style="list-style-type: none"> <li>• Regularly review and update training content to reflect <b>policy changes and emerging needs</b>.</li> <li>• Measure training impact through <b>performance assessments and post-training evaluations</b>.</li> <li>• Adjust curriculum based on lessons learned from prior training sessions.</li> </ul> |                                                                                      |               |



# Stakeholder Analysis of RIIAP

|                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Importance to the initiative | <p><b>High Importance, Low Influence</b><br/>           These stakeholders are <b>critical</b> to the success of the training program but have <b>limited decision-making power</b>.<br/> <b>Planning Commission Officials</b> – They directly benefit from training, but may not control budget or policy decisions.<br/> <b>Civil Society Organizations</b> – They advocate for better governance but don't influence training policies.<br/> <b>Citizens</b> – The ultimate beneficiaries of improved planning, but don't shape training structures.</p> | <p><b>High Importance, High Influence</b><br/>           These stakeholders <b>control key decisions</b> and <b>funding</b>, and their involvement is essential for success.<br/> <b>Government Ministries (Planning, Finance, Public Administration)</b> – They allocate resources and set policies.<br/> <b>Development Partners (World Bank, UNDP, ADB, etc.)</b> – They fund and provide global expertise.<br/> <b>Training Institutions &amp; Universities</b> – They design and implement training programs.</p> |
|                              | <p><b>Low Importance, High Influence</b><br/>           These stakeholders <b>have strong influence</b> over policies but may not be directly impacted by training outcomes.<br/> <b>Private Sector &amp; Industry Experts</b> – They provide insights on economic trends but don't need training themselves.<br/> <b>Media &amp; Think Tanks</b> – They shape public perception but are not directly involved in implementation.</p>                                                                                                                       | <p><b>Low Importance, Low Influence</b><br/>           These stakeholders have <b>limited influence</b> and are <b>not directly impacted</b> by the training initiative.<br/> <b>General Public (Beyond Policy Advocacy Groups)</b> – They may be aware of the initiative but have little impact on decisions.<br/> <b>Independent Consultants</b> – They may provide occasional expertise but don't control program direction.</p>                                                                                    |

Influence on the initiative



|          | <b>Policy</b><br>[vision, mission, goals, rules, regulations, SOPs]                                                                                                                                                                                                     | <b>Executives</b><br>[actors' competencies, training, their sufficiency]                                                                                                                                                                                                   | <b>Resources</b><br>[budget, technology, materials, linkage with external organizations]                                                                                                                                                                                       | <b>Culture</b><br>[actors' behavioral patterns: beliefs, norms, relations, attitude, practice]                                                                                                                                                                     |
|----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>S</b> | <ul style="list-style-type: none"> <li>-Government prioritization of capacity-building for policy-making.</li> <li>-Alignment of training programs with national development plans.</li> <li>-Support from regulatory bodies to improve skill development.</li> </ul>   | <ul style="list-style-type: none"> <li>Experienced senior officials with knowledge of governance.</li> <li>Leadership support for professional development initiatives.</li> <li>Commitment to enhancing institutional efficiency through training.</li> </ul>             | <ul style="list-style-type: none"> <li>Access to national and international training programs.</li> <li>Availability of funding from development partners for specialized courses.</li> <li>Existing infrastructure for conducting workshops and training sessions.</li> </ul> | <ul style="list-style-type: none"> <li>Strong institutional commitment to continuous learning.</li> <li>Collaboration with universities and think tanks for skill enhancement.</li> <li>A tradition of policy-driven training for government officials.</li> </ul> |
| <b>W</b> | <ul style="list-style-type: none"> <li>Lack of flexibility in updating training modules based on emerging needs.</li> <li>Slow approval process for new training initiatives.</li> <li>Insufficient integration of global best practices in policy training.</li> </ul> | <ul style="list-style-type: none"> <li>Resistance from some officials to modern training approaches.</li> <li>Limited exposure to international policy frameworks.</li> <li>Uneven participation in training programs across different levels of administration</li> </ul> | <ul style="list-style-type: none"> <li>Dependence on external funding for advanced training programs.</li> <li>Limited access to cutting-edge digital learning tools.</li> <li>Inadequate budget allocation for regular capacity-building initiatives.</li> </ul>              | <ul style="list-style-type: none"> <li>Bureaucratic inertia slowing adaptation to modern training methods.</li> <li>Overemphasis on traditional policy-making without innovation.</li> <li>Limited interdepartmental knowledge-sharing opportunities.</li> </ul>   |



|          | <b>Policy</b><br>[vision, mission, goals, rules, regulations, SOPs]                                                                                                                                                                                                                                 | <b>Executives</b><br>[actors' competencies, training, their sufficiency]                                                                                                                                                                                                       | <b>Resources</b><br>[budget, technology, materials, linkage with external organizations]                                                                                                                                                                                                         | <b>Culture</b><br>[actors' behavioral patterns: beliefs, norms, relations, attitude, practice]                                                                                                                                                                                                |
|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>O</b> | <ul style="list-style-type: none"> <li>• Growing focus on digital governance and data-driven policy-making.</li> <li>• Potential for integrating international best practices into training curricula.</li> <li>• Expansion of policy training programs through government partnerships.</li> </ul> | <ul style="list-style-type: none"> <li>• International collaboration opportunities for leadership training.</li> <li>• Upskilling programs designed for specialized planning roles.</li> <li>• Increased engagement with academic institutions for policy research.</li> </ul> | <ul style="list-style-type: none"> <li>• Availability of online learning platforms for continuous education.</li> <li>• Funding prospects from global development organizations for policy training.</li> <li>• Private sector partnerships offering expertise in strategic planning.</li> </ul> | <ul style="list-style-type: none"> <li>• Shifting mindset toward adaptive policy-making practices.</li> <li>• Growing recognition of skill development as essential for career growth.</li> <li>• Enhanced collaboration with technology-driven policy institutes.</li> </ul>                 |
| <b>T</b> | <ul style="list-style-type: none"> <li>• Policy shifts due to political instability affecting training continuity.</li> <li>• Risk of misalignment between training modules and national priorities.</li> <li>• Inconsistent enforcement of skill development policies.</li> </ul>                  | <ul style="list-style-type: none"> <li>• Loss of trained officials to private sector opportunities.</li> <li>• Bureaucratic resistance to adopting new training methodologies.</li> <li>• Internal conflicts affecting participation in capacity-building programs.</li> </ul> | <ul style="list-style-type: none"> <li>• Budget constraints limiting the expansion of training initiatives.</li> <li>• Dependency on donor-driven training programs.</li> <li>• Challenges in maintaining high-quality training standards.</li> </ul>                                            | <ul style="list-style-type: none"> <li>• Resistance to adopting technology-driven learning approaches.</li> <li>• Hierarchical structures affecting accessibility to training programs.</li> <li>• Public perception of government inefficiency affecting motivation for learning.</li> </ul> |



THANK YOU



**Reform Initiative:**  
**Bridging the Skills Gap in Economic Zones (EZs):**  
**Problem Analysis and Action Plan**

**NAME OF INITIATOR: MD. FIROZ UDDIN**

**DESIGNATION: ADDITIONAL SECRETARY**

**WORK PLACE: BANGLADESH ECONOMIC ZONES AUTHORITY (BEZA) (JEZ PROJECT)**

## RIIAP Problem Identification

### **RIIAP Problem:**

[Description of the undesirable situation. It includes what is currently missing: policy, executives, resources, culture.]

**Investors in the Economic Zones (EZs) are facing delays due to a shortage of skilled workers.**

Production in the industrial sectors is being disrupted because workers lack the necessary skills. This results in increased production costs and prevents investors from achieving their expected production targets.



**RIIAP Problem  
Identification**

**Causes of the  
Problem:**

[Names of the main causes that make the situation undesirable. They may include policy, executives, resources, culture.]

1. A significant portion of the existing labor force is unskilled or semi-skilled.
2. The current technical and vocational curricula are outdated and do not reflect the needs of contemporary industrial needs.

**RIIAP: Details of Action Plan**  
**- Launch a Workforce Skill Alignment Program under BEZA to:**

| Action                                                  | Actor(s)                                                                               | Time Frame        |
|---------------------------------------------------------|----------------------------------------------------------------------------------------|-------------------|
| 1. Conduct skill gap assessment across selected EZs     | BEZA (CAO), EZ Developers, Sector Experts                                              | Month 1, Week 1–2 |
| 2. Organize stakeholder consultation workshops          | BEZA, Department of Youth/NSDA, Industry Associations, TVET Heads                      | Month 1, Week 2–3 |
| 3. Finalize priority sectors and job roles for training | BEZA, Industry Reps, TVET Curriculum Units                                             | Month 1, Week 4   |
| 4. Sign MoUs with relevant training providers           | BEZA Legal Cell, Department of Youth/NSDA, TVETs, Donor Agencies (e.g., ILO, JICA, WB) | Month 2, Week 1   |
| 5. Design modular, industry-specific short courses      | TVET Experts, Industry Advisors, NSDA                                                  | Month 2, Week 2–3 |
| 6. Launch pilot training in 2 economic zones            | BEZA, Selected TVETs, EZ Operators                                                     | Month 2, Week 4   |



**RIAP: Details of Action Plan**  
**- Launch a Workforce Skill Alignment Program under BEZA to:**

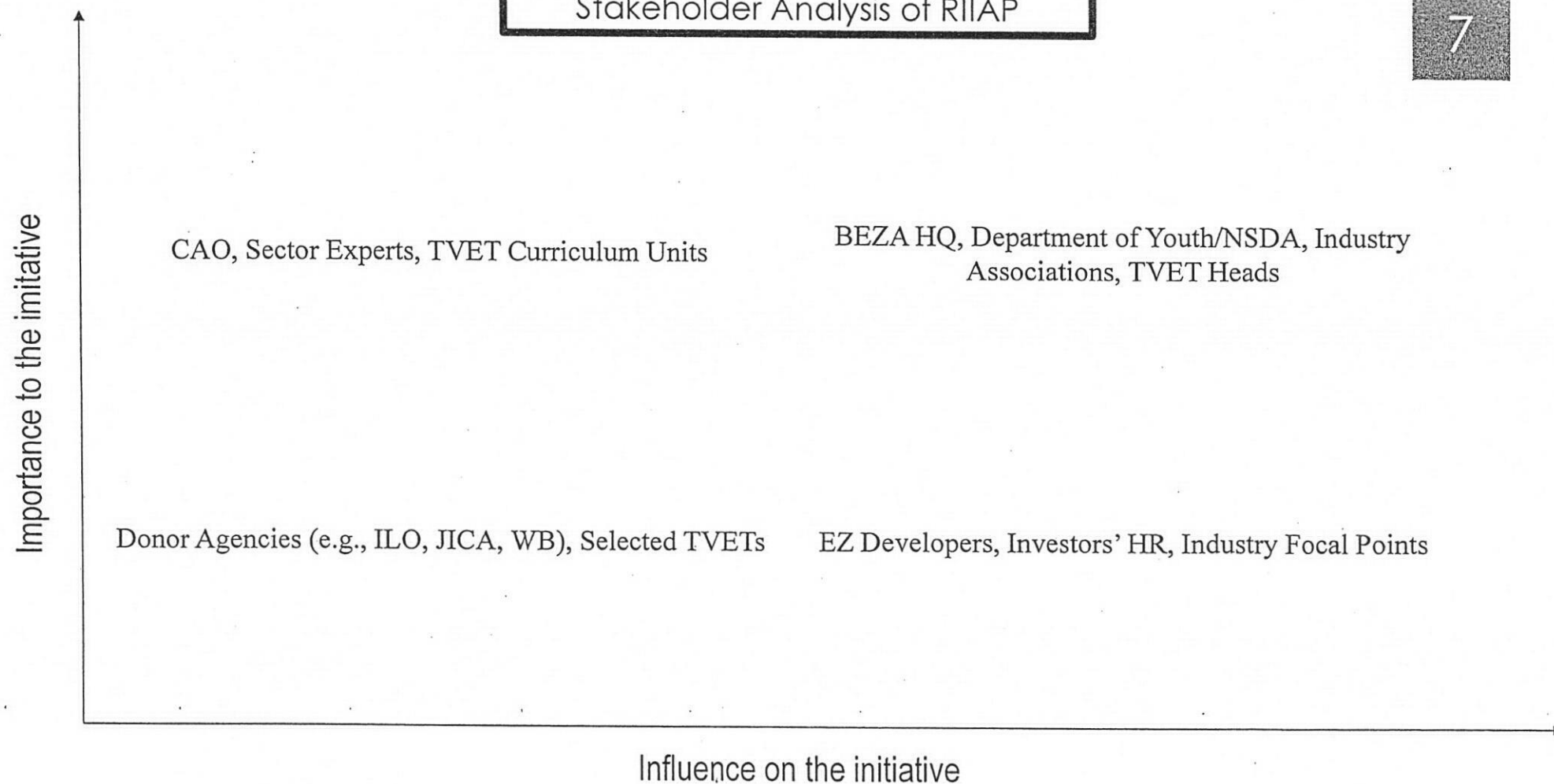
| Action                                                      | Actor(s)                               | Time Frame        |
|-------------------------------------------------------------|----------------------------------------|-------------------|
| 7. Set up internship-to-job placement pipeline              | BEZA, Investors' HR, TVET Career Cells | Month 3, Week 1   |
| 8. Deploy monitoring system to track placement outcomes     | BEZA M&E Wing, Industry Focal Points   | Month 3, Week 2   |
| 9. Submit policy feedback note and scale-up plan to BEZA HQ | CAO, BEZA Strategy & Investment Wing   | Month 3, Week 3-4 |



# Annexure

## Stakeholder Analysis of RIIAP

7



## SWOT Analysis of RIAP

8

|   | Policy<br>[vision, mission, goals, rules, regulations, SOPs] | Executives<br>[actors' competencies, training, their sufficiency] | Resources<br>[budget, technology, materials, linkage with external organizations] | Culture<br>[actors' behavioral patterns: beliefs, norms, relations, attitude, practice] |
|---|--------------------------------------------------------------|-------------------------------------------------------------------|-----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|
| S | - Strategic TVET reform policies                             | - Strong leadership commitment                                    | - TVET infrastructure                                                             | - Stakeholder recognition of workforce skill gaps                                       |
|   | - National priorities (8th FYP, SDG8)                        | - Experienced BEZA officials                                      | - Donor support (JICA, WB, ILO, SEIP)                                             | - Openness to reform                                                                    |
| W | - Limited sector-specific development policies               | - Lack of dedicated HR units                                      | - Existing materials                                                              | - Resistance to change                                                                  |
|   |                                                              | - Complex management structure                                    | - Inadequate training equipment                                                   | - Low cross-sectoral collaboration                                                      |
| O | - Alignment with SDG 8 (Decent Work)                         | - Executive-level champions can drive implementation              | - Limited funding                                                                 |                                                                                         |
|   | - Potential policy innovation                                |                                                                   | - Leverage Department of Youth/NSDA, ILO programs                                 | - Scope for behavior change through inclusive consultation                              |
| T | - Institutional silos                                        | - Frequent turnover in leadership                                 |                                                                                   |                                                                                         |
|   | - Coordination delays                                        |                                                                   | - Low capacity of local training centers                                          | - Fragmented communication among actors                                                 |



**Thank you**

**Reform Initiative : Alleviating Unemployment by Providing Job-oriented Training to the  
Son and Daughters of Valiant Freedom Fighters.**

**Initiating Officer: Abul Foyez Md Alauddin Khan**

**Designation: Additional Secretary**

**Place of Work: Ministry of Liberation War Affairs**

# 1. Description of the Governance Problem

A project has been adopted by the ministry to provide employment to unemployed family members of the valiant freedom fighters.

## **Causes of the Problem:**

- The project aims to create employment; but it is not happening.
- The allocated funds are not being used properly.
- A large number of people are remaining unemployed.

## **Result:**

I want to ensure employment for at least 50 people as a pilot.



## **2. Description of the Reform Initiative**

To eliminate unemployment through suitable employment by providing training through employment generating training institutions in the respective districts based on the location and interests of the beneficiaries.

### 3. Proposed Statistics for Reform Initiatives

**(a) Title of the pilot reform initiative:**

Alleviating unemployment by providing suitable job-oriented training to Son and Daughters of valiant freedom fighters receiving allowances.

**(b) Which institution will implement the initiative?**

The initiative will be implemented through formal and informal training conducted by the training institutions of the Department of Youth Development at the district and upazila levels.

**(c) Where will the piloting take place & What is the rationale for considering piloting?**

The piloting will take place in Jamalpur district because the unemployment rate in this district is very high.

**(d) When will the piloting start and end?**

The piloting will start on May 15, 2025 and end by July 15, 2025.

**(e) How many people will benefit from the piloting and how much money will be saved?**

The piloting will provide suitable employment to at least 50 people; rather than saving money, it will create opportunities for individuals to earn income.

# Stakeholder Analysis & their Management)

- Son and Daughters of valiant freedom fighters receiving allowances as trainees.
- District and Upazila level trainers of the Department of Youth Development who will provide training in various trades.
- Under my supervision, one Deputy Secretary of the Ministry of Liberation War Affairs will continuously monitor this training and ensure self-employment.



# Resource Mobilization

- To develop unemployed Son and Daughters of valiant freedom fighters into self-employed people by providing them with various types of training.
- For their training needs, the Department of Youth Development allocates funds (if necessary) for training. As a government institution, the Department of Youth Development provides training free of charge.
- Use of various training centers of the Department of Youth Development.

## Detail Reform Initiative of Activities

| #SL | Activities                   | Who will Implement?                             | Time Frame for Implementation                    |
|-----|------------------------------|-------------------------------------------------|--------------------------------------------------|
| 1   | Discussion with Stakeholders | I myself                                        | By May 15, 2025                                  |
| 2   | Need Assessment              | Deputy Secretary of my Ministry                 | By May 15, 2025                                  |
| 3   | Provide Appropriate Training | Department of Youth Development                 | 15 May 2025 to 15 July 2025                      |
| 4   | Encouraging Self-Employment  | The Beneficiary                                 | After completion of training                     |
| 5   | Close Monitoring             | I myself and a Deputy Secretary of my ministry. | Stakeholder consultation to become entrepreneur. |

# Sustainability Strategies

This pilot reform initiative will be made successful by creating employment for unemployed youth and young women by implementing training, and regular monitoring will need to be continued to prevent closure.



# THANKS

