FOREWORD

RHD MANAGEMENT PLAN

The RHD Management Plan has been developed as part of the commitment, as stated in the National Land Transport Policy, to ensure the effective planning, management and maintenance of the National Road Network.

The Management Plan has been prepared by RHD officers in a series of workshops and committees, assisted by consultants from IDC3, SRNDP and RRMP3. The Plan covers all aspect of the Department operations and extends to all support services including human resources, financial, administration, information technology and health and safety. Care has been taken to build on existing systems and procedures.

The Management Plan is applied through the documented strategy papers, operational plans, job descriptions and procedures contained in eight volumes as follows:

- Volume 1 - RHD Management Manual
- Volume 2 - Management Services Wing Management Manual
- Volume 3 - Planning and Maintenance Wing Management Manual
- Volume 4 - Technical Services Wing Management Manual
- Volume 5 - Bridge Management Wing Management Manual
- Volume 6 - Mechanical Zone Management Manual
- Volume 7 - Zonal Operations Management Manual
- Volume 8 - Foreign Aided Projects Management Manual

Volume 1 contains the core documentation including the RHD strategy, general job descriptions, general procedures and a schedule of relevant GoB rules and regulations.

In Volumes 2 to 8, operational plans define the objectives, outputs and activities of each Wing and Circle and establish the necessary operational budgets and resource requirements. Operational procedures and specific job descriptions provide a systematic record of current practice and a framework for the further development of the management of the whole Department.

The RHD Management Plan is intended to be a live document, and will be maintained on the RHD Intranet.

I wish to thank and commend all of the officers of RHD who have devoted their time and energy to the preparation of this important document. I also extend my appreciation to the development partners who have actively supported this work particularly DFID, ADB and WB.

January 2004

Engr. Sk. Rabiul Islam
CHIEF ENGINEER
Roads and Highways Department
Sarak Bhaban, Ramna, Dhaka
INTRODUCTION

ABBREVIATIONS

OPERATIONAL PLANS
SECTION 1 - STRATEGY
SECTION 2 - OFFICE OF THE ADDITIONAL CHIEF ENGINEER
SECTION 3 – MIS & ESTATES CIRCLE
SECTION 4 – ADMINISTRATION & ESTABLISHMENT CIRCLE
SECTION 5 – TRAINING & HRD CIRCLE
SECTION 6 – OFFICE OF THE DIRECTOR OF AUDIT & ACCOUNTS

SPECIFIC JOB DESCRIPTIONS

OPERATIONAL PROCEDURES
INTRODUCTION

OVERVIEW

The Management Manual for the Management Services Wing forms a part of the RHD Management Plan, which consists of strategy papers, operational plans, job descriptions and procedures within a defined framework. Figure 1 ‘RHD Documentation Framework’ shows the hierarchy of documentation required to define the RHD Management Plan.

This document must be read in conjunction with the RHD Management Manual, Volume 1 of the RHD Management Plan, which contains the core documentation for the whole of the Department as follows:

- RHD Strategy
- Office of the Chief Engineer
- General Job Descriptions
- RHD General Procedures
- Government of Bangladesh Rules and Regulations

The Chief Engineer controls the overall RHD Management Plan Policy.

The Management Manual for the Management Services Wing contains specific documentation that applies to the whole of the Wing, and is one of seven volumes for the Wings and Zones as follows:

- Volume 2 - Management Services Wing Management Manual
- Volume 3 - Planning & Maintenance Wing Management Manual
- Volume 4 - Technical Services Wing Management Manual
- Volume 5 - Bridge Management Wing Management Manual
- Volume 6 - Mechanical Zone Management Manual
- Volume 7 - Zonal Operations Management Manual
- Volume 8 - Foreign Aided Projects Management Manual

The Master Copies of the Management Manual documentation are filed on the RHD Intranet and the documentation will be updated on a regular basis and all amendments and additions will be advertised. Master hard copies of the documents are held in the office of the Chief Engineer, Additional Chief Engineer – Management Services Wing, the Administration & Establishment Circle and the MIS & Estates Circle. The documents are regarded as live documents, and proposals for amendment, addition or deletion are encouraged, and can be logged on the RHD Intranet.
RESPONSIBILITIES

The responsibility for determining the necessary controls within the Roads and Highways Department generally lies with the Chief Engineer, except where Government of Bangladesh rules and regulations apply.

The responsibility for determining the necessary controls within the Wing, Circle, Division and Sub-Division generally lies with the respective Additional Chief Engineer, except where Government of Bangladesh rules and regulations or the RHD General Procedures contained in Volume 1 - RHD Management Manual - Section 7, apply.

The management of the system is a function of the Management Services Wing under the control of the Additional Chief Engineer – Management Services Wing who reports on a routine basis to the Chief Engineer.

The main responsibilities of the Additional Chief Engineer – Management Services Wing are:

- Reporting to the Senior Management Committee on all Management Plan matters.
- The overall planning, development, monitoring and reporting of all aspects of the system
- Maintenance of the Management Plan documentation through the Superintending Engineer – Administration & Establishment Circle & Superintending Engineer - MIS & Estates Circle.
- Formal review of the adequacy and effectiveness of the RHD Management Plan.

The master copies of the Management Plan documentation will be stored on the RHD Intranet, and will be managed by the Superintending Engineer – MIS & Estates Circle.

The main responsibilities of the Superintending Engineer – MIS & Estates Circle are:

- Liasing with the Superintending Engineer - Administration & Establishment Circle on all RHD Management Plan documentation matters.
- Ensuring that the master documents stored on the RHD Intranet contain all current amendments and additions.
- Advertising changes to the documentation on the homepage of the RHD Intranet.
- Formal review of the adequacy and effectiveness of the Intranet documentation system.

To assist local liaison, members of staff will be nominated by the Additional Chief Engineer – Management Services Wing as required. They will be responsible for:

- Liasing with the Superintending Engineer – Administration & Establishment Circle on RHD Management Plan matters.
- Liasing with the Superintending Engineer – MIS & Estates Circle on Management Plan documentation matters.
- Assisting in the formal review of the adequacy and effectiveness of the Management Plan.
MANAGEMENT MANUAL COMPONENTS

The Management Manual for the Wing is structured to achieve the flexibility required controlling the varied activities and methods of operation of the Roads and Highways Department at the Wing level. It is not a static document and must be regularly updated to meet changing circumstances.

The Management Manual consists of:

- The Management Services Wing Strategy
- Operational Plan and Specific Job Descriptions for the Office of the Additional Chief Engineer
- Operational Plans, Specific Job Descriptions and Operational Procedures for each Circle

MANAGEMENT SERVICES WING STRATEGY

The Management Services Wing Strategy (See Section 1) sets out the overall objective, outputs and activities of the Wing and provides a summary of total personnel numbers and budget. The overall objective is as follows:

*The objective of the Management Services Wing is to provide integrated management services across the whole of RHD including Administration, Human Resource Development and Training, Audit and Accounting, Management Information Systems, Security, Estates Management and Law.*

OPERATIONAL PLANS

The Operational Plans assist the planning and management in each Circle (See following Sections) by:

1. Defining the work of the Wing/Circle

   The *Objectives* of the Wing/Circle are established with defined *Outputs*. The *Activities* required to achieve the Outputs are listed and programmed in a logical manner in the *Workplan*.

2. Establishing the personnel, structure and resources to do the job:

   The required numbers of *Personnel* and the *Organisational Structure* required to manage the personnel effectively are detailed. *Resources* such as transport and office equipment and the overall *Budget* requirements are tabulated. RHD has prepared a PCP titled ‘Investigation. Survey, Planning, Design and Monitoring (ISPDM) of RHD Projects’ showing budget requirements of all Wings/Circles, which is now under submission to the Planning Commission.

The Operational Plans are to be reviewed annually and an assessment made of

- Progress against the defined outputs
- Adequacy of the resources and personnel
The Operational Plan is then to be adjusted for the following year taking these factors into account, and also considering for example, changes in priorities which may affect the overall objective, revised budget allocations and organisational changes within the RHD.

**SPECIFIC JOB DESCRIPTIONS**

In addition to the General Job Descriptions for each grade of officer, every post has specific duties and functions. These duties and functions are detailed in the Specific Job Descriptions for each post from Additional Chief Engineer to Sub-Assistant Engineer.

The Specific Job Descriptions for individual posts may require modification from time to time in order to respond to changing circumstances. Such modifications may be made with the approval of the Chief Engineer provided that all changes comply with Government rules and regulations.

**OPERATIONAL PROCEDURES**

The operational procedures relate to activities not covered by the RHD General Procedures and are specifically for activities undertaken in the Wing, Circles and Divisions. They must not conflict with the RHD General Procedures.

The operational procedures provide an important record of the processes required to complete the activities undertaken by the Wing and Circles. The information provided by the operational procedures includes the steps in the process, responsibilities for tasks, the essential inputs and outputs, and the interactions with other departments.

The operational procedures are intended to compliment the various GoB rules and regulations, RHD manuals, standards and specifications by providing guidance on the application of these documents in a working environment. They are a tool to assist officers in the execution of the work of the RHD, by encouraging consistency in the management of activities and providing continuity when officers move from one department to another.

The operational procedures are not intended to be an additional layer of regulation.

**General Procedure - GP3 - Preparation of RHD Management Plan Procedures** describes the process for preparing procedures, and aims to ensure that the procedures are produced in a consistent manner.
FIGURE 1 - RHD DOCUMENTATION FRAMEWORK
<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
</tr>
</thead>
<tbody>
<tr>
<td>A&amp;E</td>
<td>Administration &amp; Establishment Circle</td>
</tr>
<tr>
<td>AA</td>
<td>Audit &amp; Accounts</td>
</tr>
<tr>
<td>AAG</td>
<td>Assistant Accountant General</td>
</tr>
<tr>
<td>AAT</td>
<td>Arbitration Appellate Tribunal</td>
</tr>
<tr>
<td>ACE</td>
<td>Additional Chief Engineer</td>
</tr>
<tr>
<td>ACE-MSW</td>
<td>Additional Chief Engineer - Management Services Wing</td>
</tr>
<tr>
<td>ACR</td>
<td>Annual Confidential Report</td>
</tr>
<tr>
<td>AC(L)</td>
<td>Assistant Commissioner (Land)</td>
</tr>
<tr>
<td>ADC</td>
<td>Additional Deputy Commissioner</td>
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<td>ADP</td>
<td>Annual Development Programme</td>
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<td>AE</td>
<td>Assistant Engineer</td>
</tr>
<tr>
<td>AG</td>
<td>Accountant General/Authority General</td>
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<tr>
<td>AoR</td>
<td>Advocate on Record</td>
</tr>
<tr>
<td>BCS1</td>
<td>Bridge Condition Survey-1</td>
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<tr>
<td>BELA</td>
<td>Bangladesh Environmental Lawyers Association</td>
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<td>BIM</td>
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<td>BMMS</td>
<td>Bridge Maintenance &amp; Management System</td>
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<td>BOQ</td>
<td>Bill of Quantities</td>
</tr>
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<td>BRC</td>
<td>Bomb Reconnaissance Course</td>
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<td>BRRL</td>
<td>Bangladesh Road Research Laboratory</td>
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<td>CAO</td>
<td>Chief Accounts Officer</td>
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<td>C&amp;AG</td>
<td>Comptroller &amp; Auditor General</td>
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<td>Cash Compensation under Law</td>
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<td>CD</td>
<td>Compact Disk</td>
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<td>Compressed Natural Gas</td>
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<td>CoP</td>
<td>Circle Operational Plan</td>
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<td>Continuous Professional Development</td>
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<td>CPWD</td>
<td>Central Public Works Account D Code</td>
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<td>CUL</td>
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<td>Executive Engineer</td>
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<td>Executive Engineer-Road Division</td>
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<td>Engineer</td>
</tr>
<tr>
<td>Exec.</td>
<td>Executive</td>
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<td>FST</td>
<td>Fire Service Training</td>
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<td>FIR</td>
<td>First Information Report</td>
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<td>FJLF</td>
<td>Future Looking Junior Forum</td>
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<td>FMU</td>
<td>Financial Management Unit</td>
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<tr>
<td>Abbreviation</td>
<td>Description</td>
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<tr>
<td>GIS</td>
<td>Geographical Information Systems</td>
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<td>GO</td>
<td>Government Order</td>
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<td>GoB</td>
<td>Government of Bangladesh</td>
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<td>GP</td>
<td>General Procedures</td>
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<td>General Procedure 3</td>
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<td>HDM</td>
<td>Highway Development and Management Model</td>
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<td>HQ</td>
<td>Head Quarter</td>
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<td>Human Resources</td>
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<td>Human Resources Development</td>
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<tr>
<td>IBADU</td>
<td>Institute of Business Administration of Dhaka University</td>
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<tr>
<td>ICT</td>
<td>Information &amp; Communications Technology</td>
</tr>
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<td>IDC3</td>
<td>Institutional Development Component 3</td>
</tr>
<tr>
<td>IEB</td>
<td>Institution of Engineers, Bangladesh</td>
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<tr>
<td>IOU</td>
<td>Illegal Occupant Users</td>
</tr>
<tr>
<td>ISP</td>
<td>Internet Service Provider</td>
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<tr>
<td>IT</td>
<td>Information Technology</td>
</tr>
<tr>
<td>KPI</td>
<td>Key Point Installation</td>
</tr>
<tr>
<td>KPIDC</td>
<td>Key Point Installation Defence Committee</td>
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<td>LA</td>
<td>Land Acquisition</td>
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<td>LA-MAP</td>
<td>Land Acquisition Map</td>
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<td>LAN</td>
<td>Local Area Network</td>
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<td>LOU</td>
<td>Legal Owner Users</td>
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<td>MAN</td>
<td>Metropolitan Area Network</td>
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<tr>
<td>MARV</td>
<td>Maximum Allowable Replacement Value</td>
</tr>
<tr>
<td>MBA</td>
<td>Master of Business Administration</td>
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<tr>
<td>MC</td>
<td>Maintenance Circle</td>
</tr>
<tr>
<td>ME</td>
<td>MIS &amp; Estates Circle</td>
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<td>MIS</td>
<td>Management Information Systems</td>
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<tr>
<td>MoC</td>
<td>Ministry of Communications</td>
</tr>
<tr>
<td>MoF</td>
<td>Ministry of Finance</td>
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<tr>
<td>MOL &amp; PA</td>
<td>Ministry of Law &amp; Parliamentary Affairs</td>
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<td>MSW</td>
<td>Management Services Wing</td>
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<tr>
<td>MTBF</td>
<td>Medium Term Budgetary Framework</td>
</tr>
<tr>
<td>N/A</td>
<td>Not Applicable</td>
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<tr>
<td>NGO</td>
<td>Non Government Organization</td>
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<tr>
<td>NAL</td>
<td>Newly Acquisition Land</td>
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<tr>
<td>NSI</td>
<td>National Security Intelligence</td>
</tr>
<tr>
<td>OC</td>
<td>Officer-in-Charge</td>
</tr>
<tr>
<td>OCOC</td>
<td>Officers Course on Operation Control</td>
</tr>
<tr>
<td>OCOA</td>
<td>Officers Course, Organization &amp; Administration</td>
</tr>
<tr>
<td>OHP</td>
<td>Over Head Projector</td>
</tr>
<tr>
<td>OP</td>
<td>Operational Procedures</td>
</tr>
<tr>
<td>Org.</td>
<td>Organization</td>
</tr>
<tr>
<td>PAC</td>
<td>Public Accounts Committee</td>
</tr>
<tr>
<td>PC</td>
<td>Procurement Circle/Personal Computer</td>
</tr>
<tr>
<td>PHE</td>
<td>Public Health Engineering</td>
</tr>
<tr>
<td>PIU</td>
<td>Project Implementation Unit</td>
</tr>
<tr>
<td>PAL</td>
<td>Previously Acquisition Land</td>
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### Abbreviations

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
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<tbody>
<tr>
<td>PMS</td>
<td>Project Monitoring System</td>
</tr>
<tr>
<td>PP</td>
<td>Project Proforma</td>
</tr>
<tr>
<td>PPC</td>
<td>Planning &amp; Programming Circle</td>
</tr>
<tr>
<td>PWD</td>
<td>Public Works Department</td>
</tr>
<tr>
<td>PSC</td>
<td>Public Service Commission</td>
</tr>
<tr>
<td>PM-FAP</td>
<td>Project Manager-Foreign Aided Projects</td>
</tr>
<tr>
<td>RAM</td>
<td>Random Access Memory</td>
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<tr>
<td>RHD</td>
<td>Roads and Highways Department</td>
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<tr>
<td>RHDTCT</td>
<td>RHD Training Center</td>
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<tr>
<td>RMMS</td>
<td>Road Maintenance &amp; Management System</td>
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<tr>
<td>ROW</td>
<td>Right of Way</td>
</tr>
<tr>
<td>RRMP3</td>
<td>Road Rehabilitation &amp; Maintenance Project 3</td>
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<tr>
<td>SA</td>
<td>Systems Analyst</td>
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<td>SAE</td>
<td>Sub-Assistant Engineer</td>
</tr>
<tr>
<td>SDE</td>
<td>Sub-Divisional Engineer</td>
</tr>
<tr>
<td>SDE-RD</td>
<td>Sub-Divisional Engineer-Road Design</td>
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<tr>
<td>SE</td>
<td>Superintending Engineer</td>
</tr>
<tr>
<td>SE-MIS</td>
<td>Superintending Engineer-MIS &amp; Estates Circle</td>
</tr>
<tr>
<td>SE-T&amp;HRD</td>
<td>Superintending Engineer - Training &amp; HRD Circle</td>
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<tr>
<td>SICC</td>
<td>Specialist Instructor Course, Casualty</td>
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<tr>
<td>SICR</td>
<td>Specialist Instructor Course, Rescue</td>
</tr>
<tr>
<td>SJD</td>
<td>Specific Job Descriptions</td>
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<tr>
<td>SMART</td>
<td>Specific, Measurable, Achievable, Relevant &amp; Time-bound</td>
</tr>
<tr>
<td>SO</td>
<td>Section Officer</td>
</tr>
<tr>
<td>SQL</td>
<td>Structural Query Language</td>
</tr>
<tr>
<td>SRA</td>
<td>Staff Requisition Assessment</td>
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<tr>
<td>SRO</td>
<td>Statutory Regulating Order</td>
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<tr>
<td>TAPP</td>
<td>Technical Assistance Project Proforma</td>
</tr>
<tr>
<td>TNA</td>
<td>Training Needs Assessment</td>
</tr>
<tr>
<td>TNAR</td>
<td>Training Needs Assessment Report</td>
</tr>
<tr>
<td>WAN</td>
<td>Wide Area Network</td>
</tr>
<tr>
<td>WC</td>
<td>Warden Course</td>
</tr>
<tr>
<td>WDB</td>
<td>Water Development Board</td>
</tr>
<tr>
<td>WWW</td>
<td>World Wide Web</td>
</tr>
</tbody>
</table>
SECTION 1 STRATEGY

INTRODUCTION

The Management Services Wing is a new wing that has been created to integrate the circles that provide non-engineering services to the Roads and Highways Department. The Management Services Wing will be functional for overall management, administration and human resources development in RHD and lead by the most senior Additional Chief Engineer.

This Management Plan is based on the RHD Organisation as shown in figure 1.1.

OBJECTIVE

The objective of the Management Services Wing is to provide integrated management services across the whole of RHD including Administration, Human Resource Development and Training, Audit and Accounting, Management Information Systems, Security, Estates Management and Law.

MAIN OUTPUTS

The main outputs of the Wing and its Circles are:

♦ Effective and efficient Human Resources function provided for the promotion, posting and personal development of all RHD personnel.
♦ Comprehensive Management Information System provided, including intranet and internet facilities for RHD.
♦ Effective management of all RHD budgets and finances.
♦ Appropriate training provided to all RHD personnel to ensure their efficiency and effectiveness.
♦ Training and Human Resource Development.
♦ Legal advice provided relating to RHD matters.
♦ Effective management of all RHD lands and buildings.
♦ Efficient and effective security service.
ORGANISATION

The organisation for the Wing (January 2004) is shown below:

Organogram of Management Services Wing

Additional Chief Engineer
Management Services Wing
(AE -1, SAE-1)

MIS & Estates
- Superintending Engineer (SE-1)
- Help Desk
  - Asst Engineer-1 (AE)
  - Sub-Asst. Eng-1 (SAE)

- Hardware & Network
  - Exec. Comp. Mte. Engr.-1(EE)
  - Comp. Mte. Engr.-3
  - Asst. Mte. Engr-3
  - AE-1, SAE-1

- Software Development
  - Systems Analyst-1 (SA)
  - Programmer-1
  - Asst. Programmer-1
  - Sub-Asstt. Eng-1 (SAE)

- Library & Records
  - SDE, SAE-1

Admin & Estab.
- Superintending Engineer
  - (SE-1)
  - (AE-1)
- Admin. & Estab. Division
  - Executive Engineer
  - Sub-Divisional Eng
  - Assistant Engineer-1
- Enquiry Division
  - Executive Engineer-1
  - Asst. Engineer-2
- Security
  - Dy. Director-1
  - Asst. Director-1
  - Sr. Sec. Officer-5
  - Security Officer-4
- Law Division
  - Exec. Law Officer (EE)
  - Law Officer (SDE)

Training & HRD
- Superintending Engineer
  - (SE-1)
  - (AE-1)
- Training Division
  - Executive Engineer-1
  - (SDE-2, AE-2, AE-1, SAE-1)
- Audit & Accounts Office
  - Director
  - Audit & Accounts-1
  - Accounts
    - Accounts Officer
    - Financial Reporting-1
    - Accounts Officer
    - Budget-1
  - Audit
    - Accounts Officer
    - Audit-1
Certain officers in the Wing are to be designated as specialists. Specialist posts for engineers with specialist training are star marked thus, EE\*. Specialist posts for engineers, or non-engineers, with specialist qualifications are shown together with the equivalent engineering grade thus, Exec. Transport Economist (EEX).

The total proposed staffing for the Wing is 586 persons comprising 52 Class I officers, 21 Class II officers, 192 Class III and 321 Class IV staff.

54% of all the personnel in the Wing are related to Security duties and 264 of the 321 Class IV staffs are Security Guards.

The detailed personnel figures are shown in the Personnel and Organogram Databases.

**ACTIVITIES**

The main activities of the Wing and its Circles are summarised below:

- Develop and implement a human resources management system in RHD.
- Establish and update a comprehensive personnel management database.
- Formulate and periodically review an approved charter of duties for each post in RHD.
- Establish and operate an effective transfers and postings system within RHD giving due consideration to the need to develop specialist resources.
- Manage the utilisation of security manpower to protect key point installations and those RHD Offices that require high security.
- Establish and update a comprehensive MIS network within RHD Headquarters and simplified networks within the Zones, Circles, Divisions and Sub-divisions.
- Manage all MIS operations.
- Manage the use of computer resources in RHD, including the management of all hardware and software.
- Compile and analyse accounting information and ensure budgeting and accounts procedures are followed throughout RHD.
- Revise and update budgeting and accounting procedures as required.
- Liaise with the Chief Accounts Officer of MoC.
- Conduct an Annual Training Needs Assessment Survey for RHD.
♦ Conduct CPD and other courses for all RHD personnel.

♦ Procure both local and overseas training courses.

♦ Organise various seminars, conferences, workshops etc. for RHD personnel.

♦ Address the legal issues relating to land acquisition, land records, encroachments, trespassing, litigation, etc. including arbitration and governance issues.

♦ Manage utilisation, disposal and acquisition of land and maintenance of RHD premises.

Further details on the outputs and activities of the various circles are provided in the Circle Development Plans.

**INDICATIVE ANNUAL BUDGET**

The total indicative budget for the Wing is shown in TABLE-1.1. Individual budgets are included in the operational plan of each Circle.
FIGURE 1.1 - ORGANOGRAM OF ROADS AND HIGHWAYS DEPARTMENT
### 1) RUNNING COSTS:

<table>
<thead>
<tr>
<th>Operation &amp; Maintenance:</th>
<th>Quantity</th>
<th>Rate (Taka)</th>
<th>Cost (Taka)</th>
<th>No. per Year</th>
<th>Annual Cost (Lacs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vehicle Operation &amp; Maintenance</td>
<td>39.00</td>
<td>15000.00</td>
<td>585000.00</td>
<td>12.00</td>
<td>70.20</td>
</tr>
<tr>
<td>Stationary, Copying &amp; Consumables</td>
<td>19.00</td>
<td>10000.00</td>
<td>190000.00</td>
<td>12.00</td>
<td>22.80</td>
</tr>
<tr>
<td>Computer Operations &amp; Maintenance</td>
<td>56.00</td>
<td>3000.00</td>
<td>168000.00</td>
<td>12.00</td>
<td>20.16</td>
</tr>
<tr>
<td>Printing (external printers)</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>10.40</td>
</tr>
<tr>
<td>others</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>64.20</td>
</tr>
<tr>
<td>Services (investigations, surveys etc.)</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>77.40</td>
</tr>
<tr>
<td>Investigation, survey, studies, designs etc.</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>18.50</td>
</tr>
<tr>
<td>Legal advice from external law consultants</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>18.40</td>
</tr>
<tr>
<td>Establishment of land records with consultant assistance</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>5.00</td>
</tr>
</tbody>
</table>

**TOTAL 1: (Lacs)** 307.06

### 2) CAPITAL COSTS: (Purchase and periodic replacement of all equipment etc.)

<table>
<thead>
<tr>
<th>Item</th>
<th>Quantity</th>
<th>Rate (Lacs)</th>
<th>Total Cost (Lacs)</th>
<th>Life (Years)</th>
<th>Average Annual Cost (Lacs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vehicles1: Jeep</td>
<td>37.00</td>
<td>25.00</td>
<td>925.00</td>
<td>8.00</td>
<td>115.63</td>
</tr>
<tr>
<td>Vehicles2: Pickup</td>
<td>2.00</td>
<td>15.00</td>
<td>30.00</td>
<td>10.00</td>
<td>3.00</td>
</tr>
<tr>
<td>Vehicles3: Car</td>
<td>2.00</td>
<td>20.00</td>
<td>40.00</td>
<td>8.00</td>
<td>5.00</td>
</tr>
<tr>
<td>Computer &amp; Accessories (general office)</td>
<td>52.00</td>
<td>1.00</td>
<td>52.00</td>
<td>4.00</td>
<td>13.00</td>
</tr>
<tr>
<td>Computer &amp; Accessories (specialist)</td>
<td>---</td>
<td>---</td>
<td>7.00</td>
<td>4.00</td>
<td>1.75</td>
</tr>
<tr>
<td>Specialist Computer Software</td>
<td>---</td>
<td>---</td>
<td>24.00</td>
<td>4.00</td>
<td>6.00</td>
</tr>
<tr>
<td>Photocopier</td>
<td>13.00</td>
<td>2.00</td>
<td>26.00</td>
<td>4.00</td>
<td>6.50</td>
</tr>
<tr>
<td>Fax machine</td>
<td>7.00</td>
<td>1.00</td>
<td>7.00</td>
<td>4.00</td>
<td>1.75</td>
</tr>
<tr>
<td>Air Conditioner</td>
<td>32.00</td>
<td>0.50</td>
<td>16.00</td>
<td>5.00</td>
<td>3.20</td>
</tr>
<tr>
<td>Specialist Equipment</td>
<td>---</td>
<td>---</td>
<td>26.00</td>
<td>---</td>
<td>6.80</td>
</tr>
<tr>
<td>Office Furniture &amp; Fixtures</td>
<td>---</td>
<td>0.50</td>
<td>5.00</td>
<td>10.00</td>
<td>0.50</td>
</tr>
<tr>
<td>Office Refurbishment</td>
<td>---</td>
<td>---</td>
<td>7.50</td>
<td>10.00</td>
<td>0.75</td>
</tr>
</tbody>
</table>

**TOTALS: (Lacs Taka)** 1165.50

**TOTAL BUDGET (1 + 2)** 470.94

**TOTAL EQUIVALENT ANNUAL BUDGET = Taka 471 Lacs**

**TOTAL INDICATIVE ANNUAL BUDGET - MANAGEMENT SERVICES WING - TABLE 1.1**

(Based on 2003-2004 Financial Year)
SECTION 2  OFFICE OF THE ADDITIONAL CHIEF ENGINEER
OPERATIONAL PLAN

INTRODUCTION

The Office of the Additional Chief Engineer has an important function within the Management Services Wing. The Additional Chief Engineer's office is a newly created office supported by one Assistant Engineer and one Sub-assistant Engineer and other office support staff. This office deals within the areas of administration management, information systems, human resources development & training and accounts of RHD. It aims to enhance the overall efficiency and management capabilities of the department.

OBJECTIVE

The objective of the office of the Additional Chief Engineer is:

To manage all operations in the Management Services Wing in order to ensure that the Strategy for the Wing and the Plans of each Circle within the Wing are fully achieved.

ORGANISATION

The basic organisation of the Office of the Additional Chief Engineer is as follows:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Inspection Vehicles</td>
<td>1</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>2. Computer with printer</td>
<td>2</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>3. Photocopier</td>
<td>1</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>4. Air Cooler</td>
<td>1</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>5. Fax Machine</td>
<td>-</td>
<td>1</td>
<td>1</td>
</tr>
</tbody>
</table>

The total number of personnel is 13. The detailed personnel figures are shown in the Personnel and Organogram Databases.

RESOURCES

The Office of the Additional Chief Engineer requires resources for Head Quarters operations and to enable the ACE to make periodic field inspection visits. The resources required are shown in the table below:
INDICATIVE BUDGET

The indicative budget for the Office of the Additional Chief Engineer is shown in TABLE 2.1. The budget table shows both the annual operation and maintenance costs and the capital costs of purchasing new and replacing old equipment. As not all equipment will be purchased or replaced immediately the capital cost has been annualised depending on the average life of the various items of equipment. The costs shown exclude the cost of personnel who are paid for from other sources.

On this basis the annual recurring cost for the Office of the Additional Chief Engineer is Taka 13 lacs and the capital costs on an annualised basis is Taka 8 lacs. This gives a total cost of Taka 21 lacs per annum.
# 1) RUNNING COSTS:

<table>
<thead>
<tr>
<th>Item</th>
<th>Quantity</th>
<th>Rate (Taka)</th>
<th>Total Cost (Taka)</th>
<th>No. per Year</th>
<th>Annual Cost (Lacs)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operation &amp; Maintenance:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vehicle Operation &amp; Maintenance</td>
<td>2.00</td>
<td>15000.00</td>
<td>30000.00</td>
<td>12.00</td>
<td>3.60</td>
</tr>
<tr>
<td>Stationary, Copying &amp; Consumables</td>
<td>1.00</td>
<td>10000.00</td>
<td>10000.00</td>
<td>12.00</td>
<td>1.20</td>
</tr>
<tr>
<td>Computer Operations &amp; Maintenance</td>
<td>3.00</td>
<td>3000.00</td>
<td>9000.00</td>
<td>12.00</td>
<td>1.08</td>
</tr>
<tr>
<td>Printing (external printers)</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Office Equipment maintenance</td>
<td>5.00</td>
<td>10000.00</td>
<td>50000.00</td>
<td>12.00</td>
<td>6.00</td>
</tr>
<tr>
<td><strong>Services (investigations, surveys etc.)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Field inspections and workshops</td>
<td>1.00</td>
<td>50000.00</td>
<td>50000.00</td>
<td>2.00</td>
<td>1.00</td>
</tr>
</tbody>
</table>

**TOTAL 1: (Lacs)** 12.88

# 2) CAPITAL COSTS: (Purchase and periodic replacement of all equipment etc.)

<table>
<thead>
<tr>
<th>Item</th>
<th>Quantity</th>
<th>Rate (Lacs)</th>
<th>Total Cost (Lacs)</th>
<th>Life (Years)</th>
<th>Average Annual Cost (Lacs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vehicles1: Jeep</td>
<td>2.00</td>
<td>25.00</td>
<td>50.00</td>
<td>8.00</td>
<td>6.25</td>
</tr>
<tr>
<td>Vehicles2: Pickup</td>
<td>0.00</td>
<td>15.00</td>
<td>0.00</td>
<td>10.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Vehicles3: Car</td>
<td>0.00</td>
<td>20.00</td>
<td>0.00</td>
<td>8.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Computer &amp; Accessories (general office)</td>
<td>3.00</td>
<td>1.00</td>
<td>3.00</td>
<td>4.00</td>
<td>0.75</td>
</tr>
<tr>
<td>Computer &amp; Accessories (specialist)</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>4.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Specialist Computer Software</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>4.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Photocopier</td>
<td>1.00</td>
<td>2.00</td>
<td>2.00</td>
<td>4.00</td>
<td>0.50</td>
</tr>
<tr>
<td>Fax machine</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>4.00</td>
<td>0.25</td>
</tr>
<tr>
<td>Air Conditioner</td>
<td>3.00</td>
<td>0.50</td>
<td>1.50</td>
<td>5.00</td>
<td>0.30</td>
</tr>
<tr>
<td>Specialist Equipment</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Office Furniture &amp; Fixtures</td>
<td>1.00</td>
<td>0.50</td>
<td>0.50</td>
<td>10.00</td>
<td>0.05</td>
</tr>
<tr>
<td>Office Refurbishment</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>10.00</td>
<td>0.10</td>
</tr>
</tbody>
</table>

**TOTAL 2: (Lacs)** 59.00

**TOTAL BUDGET (1 + 2):** 21.08

**TOTAL EQUIVALENT ANNUAL BUDGET = Taka 21 Lacs**

**TOTAL INDICATIVE ANNUAL BUDGET - OFFICE OF THE ACE - TABLE 2.1**

(Based on 2003-2004 Financial Year)
SECTION 3  MIS & ESTATES CIRCLE OPERATIONAL PLAN

INTRODUCTION

The MIS & Estates Circle was formed as part of the Interim Reorganisation of RHD in 2002. Under the workshops on reorganisation it was proposed that Management Information Systems (MIS) and Estate Management should be two separate Circles, each headed by a Superintending Engineer and be within the newly created Management Services Wing. However, awaiting approval of new posts for the full reorganisation, these two proposed circles were merged to one MIS & Estates Circle in the RHD Interim Reorganisation.

Up to the time of formation of the Circle the development and implementation of computer networks and management information systems had been carried out mainly by development and consultant’s staff under the IDC3 project. This Circle should now provide a focal point for all computer related activities within the RHD.

The Circle will also be looking after estate matters. The Circle has absorbed the Land Records & Acquisition Division, which was previously part of the Monitoring Circle of the previous Network Management Wing.

OBJECTIVES

The objectives of the MIS & Estates Circle are to contribute to the overall strategy of the Management Services Wing by:

Supporting the information requirements of the Roads and Highways Department through the procurement, development, installation and maintenance support of the necessary computer hardware and software and providing an effective library service.

Developing and implementing a system in RHD for managing fixed assets in the form of all land and buildings.

The MIS & Estates Circle will provide the necessary networks, computers and associated software required to store and manage the data required for the RHD management information systems. The main areas of information involved are:

♦ Details of organisation, posts, personnel and training records
♦ Project Monitoring Systems including physical and financial progress
♦ Road and Bridge Maintenance and Management Systems
♦ Mechanical plant pool and ferries management systems
Tender and contract databases
Management accounting system
Fixed asset management system including land, buildings (not bridges), etc.
Web-site including all databases and on-line documents
Geographical Information System
Email and communication systems

Networks are to be based on Microsoft 2000 Server or its update, and all main data sets are to be stored on an SQL system-using client–server architecture. Maximum use is to be made of web browser software for use on the RHD intranet and ultimately for accessibility on the internet.

It should be clear that it is not the responsibility of the MIS unit to enter or edit data. The MIS unit exists to provide reliable tools and backup services in order to allow other units of RHD to utilise the MIS system for their own management purposes.

The RHD Headquarters at Sarak Bhaban has an antiquated and inefficient telephone system. The network wiring installed is designed to handle connections to both computers and telephones and allows a very flexible arrangement in each office. As telephones and computer networks are now inextricably linked it is proposed that the MIS Circle also will manage all telephone related hardware and software in Sarak Bhaban.

It is the responsibility of the MIS & Estate Circle to ensure that all RHD land, buildings and computer assets are properly recorded, land and property documents are in order and adequate arrangements are made for the physical protection of these assets. This Circle will also process land acquisition, land derequisition/relinquishment, transfer of land to/from other organisations and lease of land. The MIS & Estates Circle may have common issues requiring cooperation with the Administration & Establishment Circle, Social & Environment Circle and the Arboriculture Circle.

In order to carry out these very important functions the MIS & Estates Circle must have personnel who are trained and experienced in these types of works.

**OUTPUTS**

- Reliable local and metropolitan networks (LAN and MAN) and ensured internet connectivity required for the exchange of data and information for normal office functions in the whole RHD.
- Guidelines for the procurement, installation, maintenance and usage of computers and networks
- Annual plan for supply, upgrading and replacement of required desktops, laptops and network equipment, with procurement and installation of such.
- Software development in continuous improvement in line with internal and external Information and Communication Technology requirements.
Internal and external communications between the head office and field offices by means of an efficient telephone system, and E-mail system and an interactive website containing all RHD MIS information and Master Copies of all documentation.

Essential security systems in terms of power supplies, virus protection, access controls and backup procedures.

Assistance to network users through provision of a help line and associated hardware and software support services.

Training needs for MIS related issues in the organisation established and training programmes to meet these implemented through RHDTC.

Provide an effective library service with study areas and Internet access maintaining a relevant and updated collection of technical publications, major project reports and reference books.

An updated fixed asset database for RHD, including records of land acquisition, derequisition/relinquishment, transfer of land to/from other organisations and deeds of lease, as well as key information of all buildings.

A system for management of RHD fixed assets and periodic reporting from field offices on the status and changes to these.

A system for keeping legal proof of ownership and any changes to those for all RHD lands and properties, centrally.

Field Executive Engineers trained and kept updated on the Land Acquisition Act and the Highway Act and advice on their applications.

**ORGANISATION**

The MIS & Estates Circle is newly established as part of the reorganisation. However a number of computer and estate management staff already exist in other Circles of RHD (MIS & Estates and Land Acquisition revenue personnel and IDC3 development personnel). These staff has been taken into account when determining the requirements for the MIS & Estates Circle.

The MIS & Estates Circle is headed by a Superintending Engineer. The Circle has two divisions, each headed by an EE and two other offices, headed by an Executive Computer Maintenance Engineer and a System Analyst, namely:

- Estates Division.
- Land Records & Acquisition Division.

And

- Hardware & Network
- Software Development
The organogram for the circle (January 2004) is shown below:

The number of existing and approved personnel in the Circle are shown in the Personnel and Organogram Databases. The total proposed number of personnel proposed for the Circle to be 108. The total proposed numbers of personnel of the Circle consist of 26 Class I, 8 Class II, 54 Class III and 20 Class IV staff.

Certain officers in the MIS & Estates Circle are to be designated as specialists. Specialist posts for engineers, or non-engineers, with specialist qualifications are shown together with the equivalent engineering grade thus, Executive Hardware Engineer (EE\textsuperscript{X}).

A number of these computer related posts do not currently exist in the RHD revenue set-up and it is required to convert these from development to revenue posts for sustainability. In addition, fresh recruitment is needed, as most of the development posts are vacant. The posts to be converted are:
♦ Executive Computer Maintenance Engineer
♦ Assistant Maintenance Engineer
♦ Computer System Analyst
♦ Programmer
♦ Assistant Programmer

ACTIVITIES
♦ Develop and maintain local and metropolitan area networks (LAN and MAN) for metropolitan RHD offices to achieve high-speed data transfer.
♦ Advice and assist on equipment and procedures for local area networks and Internet connectivity for the RHD field offices.
♦ Develop guidelines for the procurement & maintenance of equipment and services, and for the use of information and communication technology in RHD.
♦ Develop and maintain suitable and reliable central file server facilities for the storage of all files including databases, email and files relating to the Geographical Information System.
♦ Maintain proper inventory of computer and network equipment in RHD.
♦ Prepare annual plan with priorities to maintain and expand the computer hardware in RHD (desktops, laptops, network and radio equipment).
♦ Procure and install equipment as per annual plan with minimum store keeping time.
♦ Plan, develop and/or procure, maintain, monitor and improve software to meet the requirements of ICT in RHD, E-governance issues and feedback from concerned Circles and Divisions.
♦ Procure, install and maintain a modern telephone system which is fully integrated with the computer networks.
♦ Establish and maintain internal and external communications within the Head Quarter and with the field offices through and E-mail system and an Interactive Web-Site containing all RHD MIS information.
♦ Inform all circles to store the Master Copy of all On-Line Documents on the Web site, and keep a proper Master List of all documents showing latest versions and amendments.
♦ Procure, install and maintain security systems in terms of backup power supplies, effective virus protection software & procedures, access controls and user certification and data backup procedures.
♦ Operate an advisory help line service to all network and MIS users, with technical hardware and software assistance centrally.
♦ Cooperate with the RHD Training Centre in organising appropriate training for various types and grades of computer users.
Maintain a library for RHD personnel with open sections for study, internet browsing and display of publications and reference material.

Develop & maintain a system for lending out and collecting reference material to be used by the RHD officers.

Collect all relevant data, including legal proof of ownership (LA MAP, Position Certificate/Gazette Notification) and any changes to those, from field division offices for the status of RHD land and buildings.

Maintain and update a database (gradually to be incorporated with the GIS database of RHD) of all RHD fixed assets,

Monitor overall utilisation of RHD fixed assets.

Develop a system for periodic reporting from field offices regarding land recording, mutation and changes done to RHD land and buildings.

Process proposals/estimates for land acquisitions for construction works, as well as for derequisition/relinquishment, transfer of land to/from other organisations and leasing out of land.

Analyse data and prepare reports as required, on RHD fixed assets.

Liaise with other Departments on land acquisition and land transfer issues.

Assist field and other concerned offices in matters with regard to the Land Acquisition Act and the Highway Act and their rules and regulations, assess training needs and implement training for the field officers in these matters through the RHDTC.

Monitor evictions from RHD lands.

RESOURCES

The MIS & Estates Circle requires resources for Head Quarter operations and to enable personnel of the Circle to undertake visits to RHD offices throughout the Country. As the system grows some outsourcing, particularly of computer maintenance may be required especially outside Dhaka.

The resources required are shown in the Table below:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Server</td>
<td>6</td>
<td>6</td>
<td>0</td>
</tr>
<tr>
<td>2. Switch</td>
<td>?</td>
<td>?</td>
<td>?</td>
</tr>
<tr>
<td>3. UPS for servers</td>
<td>5</td>
<td>7</td>
<td>2</td>
</tr>
<tr>
<td>4. Local Area Network</td>
<td>3</td>
<td>4</td>
<td>1</td>
</tr>
<tr>
<td>5. Dedicated ISP Broadband</td>
<td>256 kbps</td>
<td>256 kbps</td>
<td>0</td>
</tr>
<tr>
<td>6. Shared browser broadband</td>
<td>256 kbps</td>
<td>512 kbps</td>
<td>256 kbps</td>
</tr>
<tr>
<td>7. Radio Equipment w/tower</td>
<td>4</td>
<td>5</td>
<td>1</td>
</tr>
<tr>
<td>8. Network Printer Servers</td>
<td>8</td>
<td>10</td>
<td>2</td>
</tr>
<tr>
<td>9. Multimedia Projector</td>
<td>0</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>10. Laptop for Projector</td>
<td>0</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>11. Inspection Vehicle</td>
<td>6</td>
<td>19</td>
<td>13</td>
</tr>
</tbody>
</table>
INDICATIVE BUDGET

The indicative budget for the MIS & Estates Circle is shown in TABLE 3.1a&b. The budget table shows both the annual operation and maintenance costs and the capital costs of purchasing new and replacing old equipment. As not all equipment will be purchased or replaced immediately the capital cost has been annualised depending on the average life of the various items of equipment. The costs shown exclude the cost of personnel who are paid for from other sources.

It is noted that the costs of maintaining and replacing computer equipment (i.e. mainly PC’s) has been included in the budgets of the operating circles and they will have to place their budgets with the MIS & Estates Circle when equipment repairs or replacements are required. However the cost of specialist items of equipment such as the main File Servers, modems and other communications links, network switches and hubs, network wiring and terminals etc. are provided for in the budget of the MIS & Estates Circle. The costs of establishing and maintaining communications (including telephone systems) and internet access must also be included in the MIS budget.

WORK PLAN

The work plan of the Circle for the financial year based on the activities and resources detailed above is shown in FIGURE-3.1.
### 1) Running Costs:

<table>
<thead>
<tr>
<th>Item</th>
<th>Quantity</th>
<th>Rate (Taka)</th>
<th>Total Cost (Taka)</th>
<th>No. per Year</th>
<th>Annual Cost (Lacs)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operation &amp; Maintenance:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vehicle Operation &amp; Maintenance</td>
<td>14.00</td>
<td>15000.00</td>
<td>210000.00</td>
<td>12.00</td>
<td>25.20</td>
</tr>
<tr>
<td>Stationary, Copying &amp; Consumables</td>
<td>2.00</td>
<td>10000.00</td>
<td>20000.00</td>
<td>12.00</td>
<td>2.40</td>
</tr>
<tr>
<td>Computer Operations &amp; Maintenance</td>
<td>10.00</td>
<td>3000.00</td>
<td>30000.00</td>
<td>12.00</td>
<td>3.60</td>
</tr>
<tr>
<td>Printing (external printers) - manuals</td>
<td>2.00</td>
<td>10000.00</td>
<td>20000.00</td>
<td>1.00</td>
<td>2.00</td>
</tr>
<tr>
<td>Office Equipment maintenance</td>
<td>1.00</td>
<td>10000.00</td>
<td>10000.00</td>
<td>12.00</td>
<td>1.20</td>
</tr>
<tr>
<td><strong>Services (investigations, surveys etc.):</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maintenance of internet / connections etc.</td>
<td>1.00</td>
<td>40000.00</td>
<td>40000.00</td>
<td>12.00</td>
<td>4.80</td>
</tr>
<tr>
<td>General repair and maintenance of equip.</td>
<td>1.00</td>
<td>50000.00</td>
<td>50000.00</td>
<td>12.00</td>
<td>6.00</td>
</tr>
<tr>
<td>Visits to field offices</td>
<td>5.00</td>
<td>5000.00</td>
<td>25000.00</td>
<td>12.00</td>
<td>3.00</td>
</tr>
<tr>
<td><strong>TOTAL 1:</strong> (Lacs)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>48.20</td>
</tr>
</tbody>
</table>

### 2) Capital Costs: (Purchase and periodic replacement of all equipment etc.)

<table>
<thead>
<tr>
<th>Item</th>
<th>Quantity</th>
<th>Rate (Lacs)</th>
<th>Total Cost (Lacs)</th>
<th>Life (Years)</th>
<th>Average Annual Cost (Lacs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vehicles1: Jeep</td>
<td>14.00</td>
<td>25.00</td>
<td>350.00</td>
<td>8.00</td>
<td>43.75</td>
</tr>
<tr>
<td>Vehicles2: Pickup</td>
<td>0.00</td>
<td>15.00</td>
<td>0.00</td>
<td>10.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Vehicles3:</td>
<td>0.00</td>
<td>20.00</td>
<td>0.00</td>
<td>8.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Computer &amp; Accessories (general office)</td>
<td>8.00</td>
<td>1.00</td>
<td>8.00</td>
<td>4.00</td>
<td>2.00</td>
</tr>
<tr>
<td>Computer &amp; Accessories (specialist)</td>
<td>2.00</td>
<td>1.50</td>
<td>3.00</td>
<td>4.00</td>
<td>0.75</td>
</tr>
<tr>
<td>Specialist Computer Software</td>
<td>2.00</td>
<td>2.00</td>
<td>4.00</td>
<td>4.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Photocopier</td>
<td>2.00</td>
<td>2.00</td>
<td>4.00</td>
<td>4.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Fax machine</td>
<td>2.00</td>
<td>1.00</td>
<td>2.00</td>
<td>4.00</td>
<td>0.50</td>
</tr>
<tr>
<td>Air Conditioner</td>
<td>6.00</td>
<td>0.50</td>
<td>3.00</td>
<td>5.00</td>
<td>0.60</td>
</tr>
<tr>
<td>Specialist Equipment</td>
<td>2.00</td>
<td>5.00</td>
<td>10.00</td>
<td>5.00</td>
<td>2.00</td>
</tr>
<tr>
<td>Office Furniture &amp; Fixtures</td>
<td>2.00</td>
<td>0.50</td>
<td>1.00</td>
<td>10.00</td>
<td>0.10</td>
</tr>
<tr>
<td>Office Refurbishment</td>
<td>2.00</td>
<td>1.00</td>
<td>2.00</td>
<td>10.00</td>
<td>0.20</td>
</tr>
<tr>
<td>Computer servers</td>
<td>4.00</td>
<td>5.00</td>
<td>20.00</td>
<td>4.00</td>
<td>5.00</td>
</tr>
<tr>
<td>Network hardware</td>
<td>1.00</td>
<td>100.00</td>
<td>100.00</td>
<td>10.00</td>
<td>10.00</td>
</tr>
<tr>
<td>Software licencing</td>
<td>200.00</td>
<td>0.25</td>
<td>50.00</td>
<td>5.00</td>
<td>10.00</td>
</tr>
<tr>
<td><strong>TOTAL 1:</strong> (Lacs)</td>
<td></td>
<td></td>
<td>557.00</td>
<td>76.90</td>
<td>125.10</td>
</tr>
</tbody>
</table>

**Total Equivalent Annual Budget = Taka 125 Lacs**

**Total Indicative Annual Budget - MIS - Table 3.1a**

*(Based on 2003-2004 Financial Year)*
### 1) RUNNING COSTS:

<table>
<thead>
<tr>
<th>Item</th>
<th>Quantity</th>
<th>Rate (Taka)</th>
<th>Total Cost (Taka)</th>
<th>No. per Year</th>
<th>Annual Cost (Lacs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operation &amp; Maintenance:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vehicle Operation &amp; Maintenance</td>
<td>6.00</td>
<td>15000.00</td>
<td>90000.00</td>
<td>12.00</td>
<td>10.80</td>
</tr>
<tr>
<td>Stationary, Copying &amp; Consumables</td>
<td>2.00</td>
<td>10000.00</td>
<td>20000.00</td>
<td>12.00</td>
<td>2.40</td>
</tr>
<tr>
<td>Computer Operations &amp; Maintenance</td>
<td>8.00</td>
<td>3000.00</td>
<td>24000.00</td>
<td>12.00</td>
<td>2.88</td>
</tr>
<tr>
<td>Printing (external printers)</td>
<td>1.00</td>
<td>25000.00</td>
<td>25000.00</td>
<td>4.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Office Equipment maintenance</td>
<td>1.00</td>
<td>10000.00</td>
<td>10000.00</td>
<td>12.00</td>
<td>1.20</td>
</tr>
<tr>
<td>Services (investigations, surveys etc.)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Legal advice from external law consultants</td>
<td>1.00</td>
<td>500000.00</td>
<td>500000.00</td>
<td>2.00</td>
<td>10.00</td>
</tr>
<tr>
<td>Land Surveys by consultant</td>
<td>1.00</td>
<td>250000.00</td>
<td>250000.00</td>
<td>6.00</td>
<td>15.00</td>
</tr>
<tr>
<td>Establishment of land records with consultant assistance</td>
<td>1.00</td>
<td>500000.00</td>
<td>500000.00</td>
<td>1.00</td>
<td>5.00</td>
</tr>
</tbody>
</table>

**TOTAL 1: (Lacs)** 48.28

### 2) CAPITAL COSTS: (Purchase and periodic replacement of all equipment etc.)

<table>
<thead>
<tr>
<th>Item</th>
<th>Quantity</th>
<th>Rate (Lacs)</th>
<th>Total Cost (Lacs)</th>
<th>Life (Years)</th>
<th>Average Annual Cost (Lacs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vehicles1: Jeep</td>
<td>6.00</td>
<td>25.00</td>
<td>150.00</td>
<td>8.00</td>
<td>18.75</td>
</tr>
<tr>
<td>Vehicles2: Pickup</td>
<td>2.00</td>
<td>15.00</td>
<td>30.00</td>
<td>10.00</td>
<td>3.00</td>
</tr>
<tr>
<td>Vehicles3:</td>
<td>0.00</td>
<td>20.00</td>
<td>0.00</td>
<td>8.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Computer &amp; Accessories (general office)</td>
<td>6.00</td>
<td>1.00</td>
<td>6.00</td>
<td>4.00</td>
<td>1.50</td>
</tr>
<tr>
<td>Computer &amp; Accessories (specialist)</td>
<td>2.00</td>
<td>2.00</td>
<td>4.00</td>
<td>4.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Specialist Computer Software</td>
<td>2.00</td>
<td>5.00</td>
<td>10.00</td>
<td>4.00</td>
<td>2.50</td>
</tr>
<tr>
<td>Photocopier</td>
<td>2.00</td>
<td>2.00</td>
<td>4.00</td>
<td>4.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Fax machine</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>4.00</td>
<td>0.25</td>
</tr>
<tr>
<td>Air Conditioner</td>
<td>4.00</td>
<td>0.50</td>
<td>2.00</td>
<td>5.00</td>
<td>0.40</td>
</tr>
<tr>
<td>Specialist Equipment</td>
<td>1.00</td>
<td>4.00</td>
<td>4.00</td>
<td>5.00</td>
<td>0.80</td>
</tr>
<tr>
<td>Office Furniture &amp; Fixtures</td>
<td>1.00</td>
<td>0.50</td>
<td>0.50</td>
<td>10.00</td>
<td>0.05</td>
</tr>
<tr>
<td>Office Refurbishment</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>10.00</td>
<td>0.10</td>
</tr>
</tbody>
</table>

**TOTAL 2: (Lacs)** 212.50  
**TOTAL BUDGET (1 + 2):** 77.63

**TOTAL EQUIVALENT ANNUAL BUDGET = Taka 78 Lacs**

**TOTAL INDICATIVE ANNUAL BUDGET - ESTATES - TABLE 3.1b**

*(Based on 2003-2004 Financial Year)*
### Circle Work Plan

#### Task / Program / Item

<table>
<thead>
<tr>
<th>TASK / PROGRAM / ITEM</th>
<th>JUL</th>
<th>AUG</th>
<th>SEP</th>
<th>OCT</th>
<th>NOV</th>
<th>DEC</th>
<th>JAN</th>
<th>FEB</th>
<th>MAR</th>
<th>APR</th>
<th>MAY</th>
<th>JUN</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Development and maintain local and wide area networks (LAN &amp; WAN).</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>2. Develop and maintain suitable &amp; reliable central file server facilities.</td>
<td></td>
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</tr>
<tr>
<td>3. Procure, install and maintain adequate numbers of desktop and portable computers for all RHD personnel.</td>
<td></td>
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<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>4. Procure and/or develop &amp; maintain the necessary software required for the various types of data &amp; for normal office requirements.</td>
<td></td>
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<td></td>
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<td></td>
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</tr>
<tr>
<td>5. Procure, install and maintain a modern telephone system which is fully integrated with the computer networks.</td>
<td></td>
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<td></td>
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<tr>
<td>6. Establish &amp; maintain communications between internal users and external personnel through an E-mail system and the Internet.</td>
<td></td>
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</tr>
<tr>
<td>7. Establish &amp; maintain a browser based Intranet/Internet service.</td>
<td></td>
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</tr>
<tr>
<td>8. Establish &amp; maintain security systems in terms of backup power supplies, effective virus protection procedures, access controls user certification &amp; data backup.</td>
<td></td>
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</tr>
<tr>
<td>9. Operate an assistance service to network and MIS users through the establishment of a help line and hardware and software support services.</td>
<td></td>
<td></td>
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<td></td>
<td></td>
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<td></td>
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</tr>
<tr>
<td>10. Cooperate with the RHD Training Centre in organising appropriate training for various types &amp; grades of computer users including certification of network users.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>11. Establish &amp; maintain thr RHD library</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12. Collect data and prepare plans for utilization of RHD lands</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13. Manage RHD assets &amp; review and update database</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15. Review and prepare annual budget for the Circle</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>16. Prepare monthly progress reports &amp; review and update database</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>17. Monitor evictions from RHD lands</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Year: Typical

![Typical Year: MIS & Estates](Wing: Management Services)

**FIGURE - 3.1**

- **Typical Year:**
  - **Circle:** MIS & Estates
  - **Wing:** Management Services

**Planned**
SECTION 4  ADMINISTRATION & ESTABLISHMENT CIRCLE
OPERATIONAL PLAN

INTRODUCTION

The Administration and Establishment Circle now concentrates on the core area of administration, establishment, enquiry, security and law functions (estate matters are now covered by the MIS & Estates Circle). This Circle is an important part of the Management Services Wing.

OBJECTIVES

The objectives of the Administration & Establishment Circle are to contribute to the overall strategy of the Management Services Wing by:

*Developing and implementing a system in RHD consistent with the organisational requirements by placing properly qualified, committed and experienced staff in the right place at the right time whilst maintaining a safe and secure environment and providing legal requirements of the Department.*

It is the responsibility of the Administration & Establishment Circle to ensure that all RHD operations can be carried out making the best possible use of the available manpower within the organisation. In order to do this the Administration & Establishment Circle must have the capability to assess the contribution that each employee can make to the overall objectives of the organisation and plan accordingly for his or her career development in the organisation.

OUTPUTS

♦ Appropriate persons are recruited and employed in the right post at the right time.
♦ Human Resources Development Policy of RHD provided and periodically updated.
♦ Annual budget for the Administration & Establishment Circle developed and managed.
♦ Annual Confidential Reports (ACR) of officers provided to the Chief Engineer.
♦ RHD Personnel Database provided and maintained, inclusive of training records and details of areas of specialisation to facilitate decision-making with regard to promotions, postings, transfers, etc.
♦ Reports on disciplinary actions recommended and implemented.
♦ Report produced giving an assessment of personnel needs of the Department with recommendations for the best utilisation of the personnel.
♦ Reports on meetings and negotiations with employee organisation provided.
♦ Information provided when requested to RHD employees on their rights as per Government rules and regulations and conditions of service.

♦ Advice given to RHD employees on matters relating to career development, salary, rewards, pensions, etc.

♦ Reliable and effective security service in RHD and ensure that all RHD premises provide guidelines for safe and secure working environment.

♦ Legal representation for the Department in the Law courts.

♦ Consolidated monthly progress report produced covering all legal cases involving RHD.

♦ Maintenance of RHD Headquarter Buildings & Campus.

ORGANISATION

The Administration & Establishment Circle is headed by the Superintending Engineer and the Circle has three divisions and one office as below:

♦ Administration & Establishment Division

♦ Enquiry Division

♦ Law Division

♦ Security

The organogram for the Administration & Establishment Circle (January 2004) is as follows:

Organogram of the Administration & Establishment Circle
Certain officers in the Administration & Establishment Circle are to be designated as specialists. Specialist posts for engineers with specialist training are star marked thus, EE*. Specialist posts for engineers, or non-engineers, with specialist qualifications are shown together with the equivalent engineering grade thus, Exec. Law Officer (EEX).

There is a need for very close liaison between the Administration & Establishment Circle and the RHD Training Centre in order to ensure that the training is an integrated part of the organisational and personnel development within the Department.

The numbers of existing and approved personnel in the Circle are shown in the Personnel and Organogram Databases. The total proposed number of personnel in the Circle to be 398, which is the same as the current sanctioned level. The total proposed numbers of personnel of the Circle consist of 12 Class I, 11 Class II, 104 Class III and 271 Class IV staff. 264 of the 271 Class IV employees are security guards.

**ACTIVITIES**

- Conduct an annual Staff Requirement Assessment (SRA) for the department.
- Develop and implement a programme of annual appraisals of officers and maintain an updated database with all ACRs.
- Maintain close liaison with the RHD Training Centre and advise them on personnel requirements, training needs and other staff development issues.
- Organise and administer the committees for appointments, promotions, transfers and postings of all employees.
- Maintain and regularly update the personnel data of all employees including details of disciplinary actions recommended and implemented.
- Deal with all cases of complaints against RHD employees arising from within the Department or from the Ministry.
- Maintain close liaison with all the heads of Wings and Zones regarding particular staffing issues they are facing.
- Process all enquiry reports and monitor implementation of actions taken.
- Liase with officials of the staff association and discuss issues that are of particular importance to their members.
- Prepare proposal for organising seminars and conferences relating to human resources development and disseminate information on all relevant Management issues.
Participate in meetings, seminars, conferences, courses etc. related to human resources issues, Government policies, social issues, training, etc.

Prepare and administer services contracts and terms of reference for recruitment of staff.

Deal with all cases of staff welfare including facilitating the process of obtaining benefits from other Government departments or external agencies.

Develop and install a rapid response security service within the department using standard procedures for dealing with various types of security issues.

Develop, install and implement a reporting system giving details on all breaches of security in the Department.

Maintain the buildings and campus of the Sarak Bhaban RHD Headquarters.

Liaise with other security agencies such as the Police on all matters requiring provision of high level security to the personnel and assets in the RHD environment.

Contribute to the RHD Annual Report, web site, and other publications with articles, statistics and news on the activities of RHD employees.

Participate in legal cases involving RHD in the Law courts, monitor progress of ongoing litigation cases and prepare monthly progress reports.

Prepare legal clauses for documents relating to land acquisitions, employee service and contracts etc.

Assist Field offices in legal matters, particularly with regard to the Land Acquisition Act and Highway Act.

Prepare instructions, notices and circulars regarding legal issues that affect RHD.

Develop and manage annual budget for the Administration & Establishment Circle.

Advising RHD employees on matters relating to career development, salary, rewards, pensions etc.

RESOURCES

The Management Circle requires resources for Head Quarters operations and to enable personnel of the Circle to undertake visits to RHD offices throughout the Country. As the Circle grows some outsourcing of Human Resources operations may be required.

The resources required are shown in the table below:
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Inspection Vehicles</td>
<td>8</td>
<td>8</td>
<td>0</td>
</tr>
<tr>
<td>2. Computer with printer*</td>
<td>6</td>
<td>6</td>
<td>3</td>
</tr>
<tr>
<td>3. Photocopier*</td>
<td>3</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>4. Air cooler</td>
<td>1</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>5. Fax Machine</td>
<td>-</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>6. Computer Software</td>
<td>-</td>
<td>2</td>
<td>2</td>
</tr>
</tbody>
</table>

* 3 computers & 3 photocopiers are not usable.

**INDICATIVE BUDGET**

The indicative budget for the Management Circle is shown in TABLE-4.1. The budget table shows both the annual operation and maintenance costs and the capital costs of purchasing new and replacing old equipment. As not all equipment will be purchased or replaced immediately the capital cost has been annualised depending on the average life of the various items of equipment. The costs shown exclude the cost of personnel who are paid for from other sources.

The Administration & Establishment Circle should have a staff survey every two years undertaken by an external HR consultant to find out about issues that are of concern to the employees. This should include perceptions employees have of the RHD, their expectations for the future and other information that is not readily assessed during normal operations of the Circle.

On this basis the annual recurring cost for the Circle is Taka 33 lacs and the capital cost on an annualised basis is Taka 30 lacs. This leads to a total cost of Taka 63 lacs per annum.

**WORK PLAN**

The work plan of the Circle for the financial year based on the activities and resources detailed above is shown FIGURE-4.1.
### 1) RUNNING COSTS:

<table>
<thead>
<tr>
<th>Item</th>
<th>Quantity</th>
<th>Rate (Taka)</th>
<th>Total Cost (Taka)</th>
<th>No. per Year</th>
<th>Annual Cost (Lacs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operation &amp; Maintenance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vehicle Operation &amp; Maintenance</td>
<td>8.00</td>
<td>15000.00</td>
<td>120000.00</td>
<td>12.00</td>
<td>14.40</td>
</tr>
<tr>
<td>Stationary, Copying &amp; Consumables</td>
<td>1.00</td>
<td>10000.00</td>
<td>10000.00</td>
<td>12.00</td>
<td>1.20</td>
</tr>
<tr>
<td>Computer Operations &amp; Maintenance</td>
<td>6.00</td>
<td>3000.00</td>
<td>18000.00</td>
<td>12.00</td>
<td>2.16</td>
</tr>
<tr>
<td>Printing (external printers)</td>
<td>1.00</td>
<td>25000.00</td>
<td>25000.00</td>
<td>4.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Office Equipment maintenance</td>
<td>10.00</td>
<td>10000.00</td>
<td>100000.00</td>
<td>12.00</td>
<td>12.00</td>
</tr>
<tr>
<td>Services (investigations, surveys etc.)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff Survey by external HR Consultants</td>
<td>1.00</td>
<td>300000.00</td>
<td>300000.00</td>
<td>0.50</td>
<td>1.50</td>
</tr>
<tr>
<td>Enquiry and establishment field inspections</td>
<td>1.00</td>
<td>5000.00</td>
<td>5000.00</td>
<td>8.00</td>
<td>0.40</td>
</tr>
<tr>
<td><strong>TOTAL 1: (Lacs)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>32.66</strong></td>
</tr>
</tbody>
</table>

### 2) CAPITAL COSTS: (Purchase and periodic replacement of all equipment etc.)

<table>
<thead>
<tr>
<th>Item</th>
<th>Quantity</th>
<th>Rate (Lacs)</th>
<th>Total Cost (Lacs)</th>
<th>Life (Years)</th>
<th>Average Annual Cost (Lacs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vehicles1: Jeep</td>
<td>8.00</td>
<td>25.00</td>
<td>200.00</td>
<td>8.00</td>
<td>25.00</td>
</tr>
<tr>
<td>Vehicles2: Pickup</td>
<td>0.00</td>
<td>15.00</td>
<td>0.00</td>
<td>10.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Vehicles3: Mini bus</td>
<td>0.00</td>
<td>20.00</td>
<td>0.00</td>
<td>8.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Computer &amp; Accessories (general office)</td>
<td>6.00</td>
<td>1.00</td>
<td>6.00</td>
<td>4.00</td>
<td>1.50</td>
</tr>
<tr>
<td>Computer &amp; Accessories (specialist)</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>4.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Specialist Computer Software</td>
<td>2.00</td>
<td>0.00</td>
<td>0.00</td>
<td>4.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Photocopier</td>
<td>5.00</td>
<td>2.00</td>
<td>10.00</td>
<td>4.00</td>
<td>2.50</td>
</tr>
<tr>
<td>Fax machine</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>4.00</td>
<td>0.25</td>
</tr>
<tr>
<td>Air Conditioner</td>
<td>4.00</td>
<td>0.50</td>
<td>2.00</td>
<td>5.00</td>
<td>0.40</td>
</tr>
<tr>
<td>Specialist Equipment</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Office Furniture &amp; Fixtures</td>
<td>1.00</td>
<td>0.50</td>
<td>0.50</td>
<td>10.00</td>
<td>0.05</td>
</tr>
<tr>
<td>Office Refurbishment</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>10.00</td>
<td>0.10</td>
</tr>
<tr>
<td><strong>TOTAL 2: (Lacs)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>220.50</strong></td>
</tr>
<tr>
<td><strong>TOTAL BUDGET (1 + 2):</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>62.46</strong></td>
</tr>
</tbody>
</table>

TOTAL EQUIVALENT ANNUAL BUDGET = Taka 63 Lacs

TOTAL INDICATIVE ANNUAL BUDGET - ADMINISTRATION & ESTABLISHMENT CIRICLE - TABLE 4.1
(Based on 2003-2004 Financial Year)
1. Conduct an annual Staff Requirement Assessment (SRA) for the department.

2. Develop and implement a programme of annual appraisals of officers and maintain an updated database with all ACRs.

3. Maintain close liaison with the RHD Training Centre and advise them on personnel requirements, training needs and other staff development issues.

4. Organise and administer the committees for appointments, promotions, transfers and postings of all employees.

5. Maintain and regularly update the personnel data of all employees including details of disciplinary actions recommended and implemented.

6. Deal with all cases of complaints against RHD employees arising from within the Department or from the Ministry.

7. Maintain close liaison with all the heads of Wings and Zones regarding particular staffing issues they are facing.

8. Process all enquiry reports and monitor implementation of actions taken.

9. Liaise with officials of the staff association and discuss issues that are of particular importance to their members.

10. Organise seminars and conferences relating to human resources development and disseminate information on all relevant Management issues.

11. Participate in meetings, seminars, conferences, courses etc. related to human resources issues, Government policies, social issues, training, etc.

12. Prepare and administer contracts and terms of reference for recruitment of temporary staff on contract basis.

13. Deal with all cases of staff welfare including facilitating the process of obtaining benefits from other Government departments or external agencies.

14. Develop and install a rapid response security service within the department using standard procedures for dealing with various types of security issues.

15. Develop, install and implement a reporting system giving details on all breaches of security in the Department.

16. Maintain the buildings and campus of the Sarak Bhaban RHD Headquarters.

17. Liaise with other security agencies such as the Police on all matters requiring provision of high level security to the personnel and assets in the RHD environment.

18. Contribute to the RHD Annual Report, web site, and other publications with articles, statistics and news on the activities of RHD employees.

19. Prepare legal clauses for various documents

20. Assist zonal offices on legal matters

21. Prepare instructions, notices and circulars on legal issues

22. Review and update database of all RHD security requirements

23. Develop and implement security reporting system

24. Carry out training of security personnel

**Circle Work Plan**

![Circle Work Plan](image-url)
SECTION 5    TRAINING & HRD CIRCLE OPERATIONAL PLAN

INTRODUCTION

The Training & HRD Circle was formed at BRRL as the training function developed in RHD. Since its creation, it has developed a Training Policy for RHD, and worked to follow the policy. It provides training in the purpose built RHD Training Centre (RHDT), and purchases training from other providers. It is responsible for the administration of all training, including overseas training.

The Training Policy sets out the recommended amount of training which the RHDT has to provide to the Staff and Officers of RHD. It also sets out the work required to ensure that the training is directed towards the improvement of RHD. This Circle Operational Plan (COP) aims to ensure that RHDT plays its proper role in the provision of quality job related training to RHD personnel.

OBJECTIVES

The objective of the Training & HRD Circle, and the RHDT is to contribute to the overall strategy of the Management Services Wing by:

Ensuring a minimum of 5 days training for all RHD Class 1 and Class 2 Officers per annum. Also to provide 2 days training to all Class 3 and Class 4 Staffs every 5 years. Ensuring that the training provided to RHD manpower is appropriate to their role within RHD, and will help them to improve themselves in that role. Evaluating the training to ensure that the training providers are performing well, and that the RHD personnel are making full use of the training provided.

To make RHDT a Centre of Excellence in the field of Personnel Development and Training.

OUTPUTS

♦ Annual Training Needs Assessment (TNA) carried out.
♦ Annual Training Programme developed and managed.
♦ Overseas and Local Training procured and managed.
♦ Training at RHDT provided.
♦ Facilities at RHDT developed and maintained.
♦ Evaluation of Training undertaken.
ORGANISATION

The Training & HRD Circle is headed by the Superintending Engineer. The Circle currently has one division, namely:

- Training

The organogram for the Training & HRD Circle (January 2004) is as below:

Organogram of the Training & HRD Circle

Certain officers in the Training & HRD Circle are to be designated as specialists. Specialist posts for engineers with specialist training are star marked thus, EE*.

When the RHDTC is working at full capacity, the number of officers and staffs may need to be increased above the numbers now proposed.

The number of existing and approved personnel in the Circle is shown in the Personnel and Organogram Databases. The total proposed number of personnel in the Circle to be 42. This number compares with the 33 approved development posts for the RHDTC under the IDC3 project.

The total proposed number of personnel of the Circle consists of 8 Class I, 1 Class II, 18 Class III and 15 Class IV staff.

ACTIVITIES

- Design the TNA survey and interviews, to implement the TNA and report on the results.
- Fulfil the needs identified in the TNA within the Annual Training Plan.
- Prequalify local training providers, and provide local training both in house and external.
- Provide recommendations to the Overseas Training Committee for Officers to attend overseas training, and administer the training.
- Obtain information after training, and undertake evaluation of the Training.
- Plan, obtain approvals, and construct office and other facilities at RHDTC.
RESOURCES

The RHDTC has received significant resources from the IDC3 project. To maintain and continue to improve the service the RHDTC provides, it needs further resources. These are not included in the current TAPP (Technical Assistance Project Proforma).

The resources required are shown in the table below:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Vehicle (jeep)</td>
<td>2</td>
<td>5</td>
<td>3</td>
</tr>
<tr>
<td>2. Micro Bus</td>
<td>0</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>3. Computer</td>
<td>16</td>
<td>25</td>
<td>9</td>
</tr>
<tr>
<td>4. Photocopier*</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>5. Fax Machine</td>
<td>1</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>6. Air Conditioner</td>
<td>8</td>
<td>12</td>
<td>4</td>
</tr>
<tr>
<td>7. Multimedia Projector</td>
<td>1</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>8. Laser Colour Copier</td>
<td>0</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>9. Standby Generator</td>
<td>1</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>10. Public Address System</td>
<td>0</td>
<td>1</td>
<td>1</td>
</tr>
</tbody>
</table>

* 2 photocopiers are not serviceable.

INDICATIVE BUDGET

The indicative budget for the RHDTC Circle is shown in TABLE-5.1. The budget table shows both the annual operation and maintenance costs and the capital costs of purchasing new and replacing old, equipment. As not all equipment will be purchased or replaced immediately the capital cost has been annualised depending on the average life of the various items of equipment. The costs shown exclude the cost of personnel who are paid for from other sources. The cost of the RHDTC new office building is not annualised, and represents a "one-off" cost for this financial year.

On this basis the annual recurring cost for the Circle is Taka 151 lacs and the capital cost on an annualised basis is Taka 39 lacs. A total cost of Taka 190 lacs per annum. The annual recurring cost includes a sum of Taka 72 lacs for implementation of local training services. It is anticipated that additional funds from foreign aided projects may be channelled through the RHDTC so that the basic training programme may be supplemented by additional local and overseas training.

WORK PLAN

The work plan of the Circle for the financial year based on the activities and resources detailed above is shown in FIGURE-5.1.
1) RUNNING COSTS:

<table>
<thead>
<tr>
<th>Item</th>
<th>Quantity</th>
<th>Rate (Taka)</th>
<th>Total Cost (Taka)</th>
<th>No. per Year</th>
<th>Annual Cost (Lacs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operation &amp; Maintenance:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vehicle Operation &amp; Maintenance</td>
<td>7.00</td>
<td>15000.00</td>
<td>105000.00</td>
<td>12.00</td>
<td>12.60</td>
</tr>
<tr>
<td>Stationary, Copying &amp; Consumables</td>
<td>12.00</td>
<td>10000.00</td>
<td>120000.00</td>
<td>12.00</td>
<td>14.40</td>
</tr>
<tr>
<td>Computer Operations &amp; Maintenance</td>
<td>25.00</td>
<td>3000.00</td>
<td>750000.00</td>
<td>12.00</td>
<td>9.00</td>
</tr>
<tr>
<td>Printing (external printers)</td>
<td>15.00</td>
<td>3000.00</td>
<td>450000.00</td>
<td>12.00</td>
<td>5.40</td>
</tr>
<tr>
<td>Office/ training Equipment maintenance</td>
<td>21.00</td>
<td>15000.00</td>
<td>315000.00</td>
<td>12.00</td>
<td>37.80</td>
</tr>
<tr>
<td>Services (investigations, surveys etc.)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Implementation and procurement of training services</td>
<td>6.00</td>
<td>100000.00</td>
<td>600000.00</td>
<td>12.00</td>
<td>72.00</td>
</tr>
</tbody>
</table>

TOTAL 1: (Lacs) 151.20

2) CAPITAL COSTS: (Purchase and periodic replacement of all equipment etc.)

<table>
<thead>
<tr>
<th>Item</th>
<th>Quantity</th>
<th>Rate (Lacs)</th>
<th>Total Cost (Lacs)</th>
<th>Life (Years)</th>
<th>Average Annual Cost (Lacs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vehicles1: Jeep</td>
<td>5.00</td>
<td>25.00</td>
<td>125.00</td>
<td>8.00</td>
<td>15.63</td>
</tr>
<tr>
<td>Vehicles2: Pickup</td>
<td>0.00</td>
<td>15.00</td>
<td>0.00</td>
<td>10.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Vehicles3: Microbus</td>
<td>2.00</td>
<td>20.00</td>
<td>40.00</td>
<td>8.00</td>
<td>5.00</td>
</tr>
<tr>
<td>Computer &amp; Accessories (general office)</td>
<td>25.00</td>
<td>1.00</td>
<td>25.00</td>
<td>4.00</td>
<td>6.25</td>
</tr>
<tr>
<td>Computer &amp; Accessories (specialist)</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>4.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Specialist Computer Software</td>
<td>2.00</td>
<td>2.00</td>
<td>4.00</td>
<td>4.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Photocopier</td>
<td>2.00</td>
<td>2.00</td>
<td>4.00</td>
<td>4.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Fax machine</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>4.00</td>
<td>0.25</td>
</tr>
<tr>
<td>Air Conditioner</td>
<td>12.00</td>
<td>0.50</td>
<td>6.00</td>
<td>5.00</td>
<td>1.20</td>
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<tr>
<td>Specialist Equipment</td>
<td>3.00</td>
<td>4.00</td>
<td>12.00</td>
<td>3.00</td>
<td>4.00</td>
</tr>
<tr>
<td>Office Furniture &amp; Fixtures</td>
<td>4.00</td>
<td>0.50</td>
<td>2.00</td>
<td>10.00</td>
<td>0.20</td>
</tr>
<tr>
<td>Office Refurbishment</td>
<td>1.00</td>
<td>2.00</td>
<td>2.00</td>
<td>10.00</td>
<td>0.20</td>
</tr>
<tr>
<td>Laser Colour Copier</td>
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<td>10.00</td>
<td>10.00</td>
<td>4.00</td>
<td>2.50</td>
</tr>
<tr>
<td>Standby Generator</td>
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<td>6.00</td>
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<td>8.00</td>
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<tr>
<td>P. A. System</td>
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<td>3.00</td>
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</tr>
</tbody>
</table>

TOTAL 2: (Lacs) 240.00 38.58

TOTAL BUDGET (1 + 2): 189.78

TOTAL EQUIVALENT ANNUAL BUDGET = Taka 190 Lacs

TOTAL INDICATIVE ANNUAL BUDGET - TRAINING & HRD CIRCLE - TABLE 5.1
(Based on 2003-2004 Financial Year)
### Circle Work Plan

#### Year: Typical

<table>
<thead>
<tr>
<th>TASK / PROGRAM / ITEM</th>
<th>JAN</th>
<th>FEB</th>
<th>MAR</th>
<th>APR</th>
<th>MAY</th>
<th>JUN</th>
<th>JUL</th>
<th>AUG</th>
<th>SEP</th>
<th>OCT</th>
<th>NOV</th>
<th>DEC</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Design TNA (Training Needs Assessment).</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>2. Conduct TNA (Training Needs Assessment) interviews.</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Review previous TNA (Training Needs Assessment)</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
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</tr>
<tr>
<td>5. Submit estimated training budget</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Receive allocated training budget</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. Prepare Annual Local Training Programme</td>
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<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>8. Prepare Annual Overseas Training Programme</td>
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<td></td>
<td></td>
<td></td>
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<tr>
<td>9. Prepare Annual Training Report</td>
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<td></td>
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<td></td>
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</tr>
<tr>
<td>10. Review approved list of training providers</td>
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<td></td>
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</tr>
<tr>
<td>11. Review training subjects available</td>
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<td></td>
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<td></td>
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<td>12. Tender process for training providers</td>
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<tr>
<td>13. Provision of training by local providers</td>
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<tr>
<td>14. Review of Training by local providers</td>
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<tr>
<td>15. Design, provide, review training at RHDT</td>
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<td>16. Provide Overseas Training</td>
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</tbody>
</table>

**Notes:**
- Training Needs Assessment (TNA) undertaken typically on a two year cycle and reviewed annually.
- Training is not generally undertaken for Zonal officers and staff during May and June.

**FIGURE - 5.1**
SECTION 6  OFFICE OF THE DIRECTOR OF AUDIT & ACCOUNTS OPERATIONAL PLAN

INTRODUCTION

The Office of the Director of Audit & Accounts is the central accounting unit assigned to RHD by the Ministry of Establishment and representing therein the Office of the Comptroller & Auditor General (C & AG). Previously the office of the Director of Audit & Accounts was under the direct control of the CE-RHD, now this office has been placed under the Additional Chief Engineer, Management Services Wing. The officers of this office are deputed from the C & AG’s office. The Office is responsible for ensuring the accounting procedures followed by the RHD are in line with the Government Accounting Codes and Manuals.

OBJECTIVES

The objective of the Office of the Director of Audit & Accounts is to contribute to the overall strategy of the Management Services Wing by:

*Developing and implementing a modern financial management system in RHD for preparing and issuing budgets and for monitoring and consolidating divisional and RHD accounts, in compliance with the Accounts Codes and Manual and incorporating receipts and disbursements from the CAO, DAO and CGA offices.*

It is the responsibility of the Office of the Director of Audit & Accounts to ensure that the RHD Revenue and Development budget and accounts are prepared in accordance with Government guidelines. This circle is responsible for developing financial control mechanisms and effective audit procedures for the total accounts of RHD, including accounts of projects. In order to do so, all Circles must be made responsible for timely submission of accounts from all the divisional and sub-divisional offices.

OUTPUTS

♦ Timely compilation of the monthly and annual accounts of RHD
♦ Consolidated reports on monthly expenditure identifying variations and irregularities produced.
♦ Annual revenue and development budgets and mid-year budget reviews provided.
♦ Periodic inspection reports on division and sub-division accounts provided, in order to ensure that the Government accounts code and manual are being fully complied with and any irregularities are identified.
♦ Financial monitoring system implemented to compile and report on the budgeting and accounting systems including maintaining a financial database for receipts and disbursements.
ORGANISATION

The Office of the Director of Audit & Accounts is an established part of the RHD responsible for maintaining compliance with the C & AG's prescribed audit and accounting rules. This Office is now part of the Management Services wing.

The organogram for the Audit & Accounts Office (January 2004) is as follows.

**Organogram of the Audit & Accounts**

Certain officers in the Audit & Accounts are to be designated as specialists. Specialist posts for engineers, or non-engineers, with specialist qualifications are shown together with the equivalent engineering grade thus, Exec. Transport Economist (EE\textsuperscript{X}).

The Audit & Accounts is headed by a Director, assisted by 3 Accounts Officers. The existing set up of the Office consists of 22 sanctioned persons with a proposed requirement of 25. The total proposed number of personnel consists of 4 Class I, 0 class II, 16 Class III and 5 Class IV staff.

It is anticipated that as the budgeting and accounting systems are developed the number of personnel may need to be increased. The number of existing and approved personnel of this Office is shown in the Personnel and Organogram Databases.

ACTIVITIES

- Co-ordinate the preparation of the departmental Revenue & ADP budgets.
- Prepare monthly-consolidated returns of receipts and disbursements.
- Prepare annual accounts returns.
- Respond to queries from the Government on inspection reports, audit notes and other matters.
- Process claims for the return of contractors' fixed deposits registered at the Chief Engineer Level.
- Review Suspense Accounts, Control Accounts and Miscellaneous Accounts.
- Review awards of arbitration relating to contractual obligations.
♦ Prepare summaries of the monthly account of receipts and disbursements.
♦ Periodically inspect circles, divisions and sub-divisions to ensure that the accounting processes being followed are in compliance with the Government guidelines.
♦ Finalise departmental Revenue & Development budgets and distribute final budget allocations to HQ and field offices.
♦ Inspect divisional and sub divisional offices under special instructions in co-ordination with the enquiry division and internal audit of the divisions.
♦ Assist in the development of computerised systems for departmental budgeting and accounting purposes.

RESOURCES

The Office of the Director of Audit & Accounts requires resources for Head Quarters operations and to enable personnel of the Circle to undertake visits to RHD offices throughout the Country.

The resources required are shown in the table below:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Inspection Vehicles</td>
<td>1</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>2. Computer with printer</td>
<td>1</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>3. Photocopier</td>
<td>1</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>4. Air cooler</td>
<td>1</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>5. Fax Machine</td>
<td>-</td>
<td>1</td>
<td>1</td>
</tr>
</tbody>
</table>

INDICATIVE BUDGET

The indicative budget for the Office of the Director of Audit & Accounts is shown in TABLE-6.1. The budget table shows both the annual operation and maintenance costs and the capital costs for purchasing new and replacing old equipment. As not all equipment will be purchased or replaced immediately the capital cost has been annualised depending on the average life of the various items of equipment. The costs shown exclude the cost of personnel who are paid for from other sources.

On this basis the annual recurring cost for this is Taka 14 lacs and the capital cost on an annualised basis is Taka 10 lacs. This leads to a total cost of Taka 24 lacs per annum.

WORK PLAN

The work plan of the Office of the Director of Audit & Accounts based on the activities and resources detailed above is shown in FIGURE-6.1.
### 1) RUNNING COSTS:

<table>
<thead>
<tr>
<th>Item</th>
<th>Quantity</th>
<th>Rate (Taka)</th>
<th>Total Cost (Taka)</th>
<th>No. per Year</th>
<th>Annual Cost (Lacs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operation &amp; Maintenance:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vehicle Operation &amp; Maintenance</td>
<td>2.00</td>
<td>15000.00</td>
<td>30000.00</td>
<td>12.00</td>
<td>3.60</td>
</tr>
<tr>
<td>Stationary, Copying &amp; Consumables</td>
<td>1.00</td>
<td>10000.00</td>
<td>10000.00</td>
<td>12.00</td>
<td>1.20</td>
</tr>
<tr>
<td>Computer Operations &amp; Maintenance</td>
<td>4.00</td>
<td>3000.00</td>
<td>12000.00</td>
<td>12.00</td>
<td>1.44</td>
</tr>
<tr>
<td>Printing (external printers)</td>
<td>1.00</td>
<td>50000.00</td>
<td>50000.00</td>
<td>2.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Office Equipment maintenance</td>
<td>5.00</td>
<td>10000.00</td>
<td>50000.00</td>
<td>12.00</td>
<td>6.00</td>
</tr>
<tr>
<td>Services (investigations, surveys etc.)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inspection visits to Divisions</td>
<td>1.00</td>
<td>5000.00</td>
<td>5000.00</td>
<td>12.00</td>
<td>0.60</td>
</tr>
</tbody>
</table>

**TOTAL 1: (Lacs)** 13.84

### 2) CAPITAL COSTS: (Purchase and periodic replacement of all equipment etc.)

<table>
<thead>
<tr>
<th>Item</th>
<th>Quantity</th>
<th>Rate (Lacs)</th>
<th>Total Cost (Lacs)</th>
<th>Life (Years)</th>
<th>Average Annual Cost (Lacs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vehicles1: Jeep</td>
<td>2.00</td>
<td>25.00</td>
<td>50.00</td>
<td>8.00</td>
<td>6.25</td>
</tr>
<tr>
<td>Vehicles2: Pickup</td>
<td>0.00</td>
<td>15.00</td>
<td>0.00</td>
<td>10.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Vehicles3:</td>
<td>0.00</td>
<td>20.00</td>
<td>0.00</td>
<td>8.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Computer &amp; Accessories (general office)</td>
<td>4.00</td>
<td>1.00</td>
<td>4.00</td>
<td>4.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Computer &amp; Accessories (specialist)</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>4.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Specialist Computer Software</td>
<td>2.00</td>
<td>3.00</td>
<td>6.00</td>
<td>4.00</td>
<td>1.50</td>
</tr>
<tr>
<td>Photocopier</td>
<td>1.00</td>
<td>2.00</td>
<td>2.00</td>
<td>4.00</td>
<td>0.50</td>
</tr>
<tr>
<td>Fax machine</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>4.00</td>
<td>0.25</td>
</tr>
<tr>
<td>Air Conditioner</td>
<td>3.00</td>
<td>0.50</td>
<td>1.50</td>
<td>5.00</td>
<td>0.30</td>
</tr>
<tr>
<td>Specialist Equipment</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Office Furniture &amp; Fixtures</td>
<td>1.00</td>
<td>0.50</td>
<td>0.50</td>
<td>10.00</td>
<td>0.05</td>
</tr>
<tr>
<td>Office Refurbishment</td>
<td>1.00</td>
<td>0.50</td>
<td>0.50</td>
<td>10.00</td>
<td>0.05</td>
</tr>
</tbody>
</table>

**TOTAL 2: (Lacs)** 65.50 | **Average Annual Cost (Lacs)** 9.90

**TOTAL BUDGET (1 + 2):** 23.74

**TOTAL EQUIVALENT ANNUAL BUDGET = Taka 24 Lacs**

**TOTAL INDICATIVE ANNUAL BUDGET - OFFICE OF THE DIRECTOR OF AUDIT & ACCOUNTS - TABLE 6.1**

*(Based on 2003-2004 Financial Year)*
## TASK / PROGRAM / ITEM

1. **Prepare revenue budgets and make necessary disbursements.**
2. **Prepare monthly consolidated returns and receipts for disbursements.**
3. **Prepare annual accounts returns.**
4. **Respond to queries from the Government on inspection reports, audit notes and other matters.**
5. **Process claims of return of fixed deposits of contractors registered at the Chief Engineer Level.**
6. **Review suspense Accounts and miscellaneous accounts.**
7. **Review award of arbitration in the context of contractual obligations.**
8. **Prepare summary of monthly accounts on receipts and disbursements.**
9. **Inspect circles, divisions and sub-divisions offices under special instructions in co-ordination with the Enquiry division.**
10. **Develop computerised system for all budgeting and accounting purpose.**

### Work Plan

**Wing:** Management Services  
**Audit & Accounts**

<table>
<thead>
<tr>
<th>TASK / PROGRAM / ITEM</th>
<th>JUL</th>
<th>AUG</th>
<th>SEP</th>
<th>OCT</th>
<th>NOV</th>
<th>DEC</th>
<th>JAN</th>
<th>FEB</th>
<th>MAR</th>
<th>APR</th>
<th>MAY</th>
<th>JUN</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Prepare revenue budgets and make necessary disbursements.</td>
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<td></td>
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<tr>
<td>2. Prepare monthly consolidated returns and receipts for disbursements.</td>
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<td></td>
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<tr>
<td>3. Prepare annual accounts returns.</td>
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<td></td>
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<tr>
<td>4. Respond to queries from the Government on inspection reports, audit notes and other matters.</td>
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<tr>
<td>5. Process claims of return of fixed deposits of contractors registered at the Chief Engineer Level.</td>
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<tr>
<td>6. Review suspense Accounts and miscellaneous accounts.</td>
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<tr>
<td>7. Review award of arbitration in the context of contractual obligations.</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>8. Prepare summary of monthly accounts on receipts and disbursements.</td>
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<td></td>
<td></td>
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<tr>
<td>9. Inspect circles, divisions and sub-divisions offices under special instructions in co-ordination with the Enquiry division.</td>
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<tr>
<td>10. Develop computerised system for all budgeting and accounting purpose.</td>
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</tbody>
</table>

**FIGURE - 6.1**

Planned
SPECIFIC JOB DESCRIPTIONS

INTRODUCTION

Written Job Descriptions will help officers understand their roles in the RHD organisation, and therefore help to avoid misunderstandings. The job descriptions will also serve as a good starting point when officers are transferred between wings/zones.

The Job Descriptions will be maintained by the Administration & Establishment Division - Administration & Establishment Circle and the current updated versions will be available on the RHD Intranet. Training will be given to the Class 1 Officers to enable them to develop the job descriptions of their subordinates.

Feedback is important and all officers are encouraged to discuss their job descriptions with their Superior Officer (s).

GENERAL JOB DESCRIPTIONS

All RHD officers are delegated with defined responsibilities according to their Grade. The details of these duties and authorities are given in the General Job Descriptions. These include both administrative duties and financial authorities, and are the same for each grade of officer irrespective of the specific details of his/her current post. The General Job Descriptions are detailed in the RHD Management Manual - Volume 1 of the RHD Management Plan.

SPECIFIC JOB DESCRIPTIONS

In addition to the General Job Descriptions for each grade of officer, every post has specific duties and functions. These duties and functions are detailed in the Specific Job Descriptions for each post, which form part of the Management Manuals for each Wing, Zone and Circle.

Specific Job Descriptions for the posts from Sub-Assistant Engineer grade to Additional Chief Engineer grade within the Planning & Maintenance Wing are included in this section as follows:

Specific Job Descriptions for individual posts may require modification from time to time in order to respond to changing circumstances. Such modifications may be made with the approval of the Chief Engineer provided that these changes comply with Government rules.
GENERAL INFORMATION

Additional responsibilities and authorities for officers working on foreign aided projects may be modified by agreement between the Government of Bangladesh and the concerned Development Partner(s).

All the posts referred to in both the General and the Specific job descriptions are open to both male and female candidates and reference to he should always be taken to mean he or she.

The large majority of officers in the Road and Highways Department are from the engineering cadre. Non-engineering officers have the same general duties and responsibilities as engineers of equivalent grade as described in the relevant General Job Descriptions.

The terms ‘engineer’ and ‘engineering’ apply equally to both Civil and Mechanical Engineering disciplines.
### Management Services Wing - Specific Job Descriptions

<table>
<thead>
<tr>
<th>Job No.</th>
<th>Job Title</th>
<th>Wing/Zone/Circle/Division</th>
<th>No. Posts</th>
</tr>
</thead>
<tbody>
<tr>
<td>SJD/MSW/1.1</td>
<td>Additional Chief Engineer</td>
<td>Management Services Wing</td>
<td>1</td>
</tr>
<tr>
<td>SJD/MSW/1.2</td>
<td>Assistant Engineer</td>
<td>Management Services Wing</td>
<td>1</td>
</tr>
<tr>
<td>SJD/MSW/1.3</td>
<td>Sub-Assistant Engineer</td>
<td>Management Services Wing</td>
<td>1</td>
</tr>
<tr>
<td>SJD/ME/1.1</td>
<td>Superintending Engineer</td>
<td>MIS &amp; Estates Circle</td>
<td>1</td>
</tr>
<tr>
<td>SJD/ME/1.2</td>
<td>Assistant Engineer</td>
<td>MIS &amp; Estates Circle</td>
<td>1</td>
</tr>
<tr>
<td>SJD/ME/1.3</td>
<td>Sub-Assistant Engineer</td>
<td>MIS &amp; Estates Circle</td>
<td>1</td>
</tr>
<tr>
<td>SJD/ME/2.1</td>
<td>Executive Com. Maint. Engineer</td>
<td>Hardware &amp; Network</td>
<td>1</td>
</tr>
<tr>
<td>SJD/ME/2.2</td>
<td>Computer Maintenance Engineer</td>
<td>Hardware &amp; Network</td>
<td>3</td>
</tr>
<tr>
<td>SJD/ME/2.3</td>
<td>Assistant Maintenance Engineer</td>
<td>Hardware &amp; Network</td>
<td>3</td>
</tr>
<tr>
<td>SJD/ME/2.4</td>
<td>Assistant Engineer</td>
<td>Hardware &amp; Network</td>
<td>1</td>
</tr>
<tr>
<td>SJD/ME/2.5</td>
<td>Sub-Assistant Engineer</td>
<td>Hardware &amp; Network</td>
<td>1</td>
</tr>
<tr>
<td>SJD/ME/3.1</td>
<td>System Analyst</td>
<td>Software Development</td>
<td>1</td>
</tr>
<tr>
<td>SJD/ME/3.2</td>
<td>Assistant System Analyst</td>
<td>Software Development</td>
<td>1</td>
</tr>
<tr>
<td>SJD/ME/3.3</td>
<td>Programmer</td>
<td>Software Development</td>
<td>4</td>
</tr>
<tr>
<td>SJD/ME/3.4</td>
<td>Assistant Programmer</td>
<td>Software Development</td>
<td>2</td>
</tr>
<tr>
<td>SJD/ME/3.5</td>
<td>Sub-Assistant Engineer</td>
<td>Software Development</td>
<td>1</td>
</tr>
<tr>
<td>SJD/ME/4.1</td>
<td>Sub-Divisonal Engineer</td>
<td>Library &amp; Records</td>
<td>1</td>
</tr>
<tr>
<td>SJD/ME/4.2</td>
<td>Sub-Assistant Engineer</td>
<td>Library &amp; Records</td>
<td>1</td>
</tr>
<tr>
<td>SJD/ME/4.3</td>
<td>Assistant Librarian</td>
<td>Library &amp; Records</td>
<td>1</td>
</tr>
<tr>
<td>SJD/ME/5.1</td>
<td>Executive Engineer</td>
<td>Estates Division</td>
<td>1</td>
</tr>
<tr>
<td>SJD/ME/5.2</td>
<td>Assistant Engineer</td>
<td>Estates Division</td>
<td>2</td>
</tr>
<tr>
<td>SJD/ME/6.1</td>
<td>Executive Engineer</td>
<td>Land Records &amp; Acquisition Division</td>
<td>1</td>
</tr>
<tr>
<td>SJD/ME/6.2</td>
<td>Sub-Divisonal Engineer</td>
<td>Land Records &amp; Acquisition Division</td>
<td>1</td>
</tr>
<tr>
<td>SJD/ME/6.3</td>
<td>Assistant Engineer</td>
<td>Land Records &amp; Acquisition Division</td>
<td>2</td>
</tr>
<tr>
<td>SJD/ME/6.4</td>
<td>Sub-Assistant Engineer</td>
<td>Land Records &amp; Acquisition Division</td>
<td>3</td>
</tr>
<tr>
<td>SJD/AE/1.1</td>
<td>Superintending Engineer</td>
<td>Administration &amp; Establishment Circle</td>
<td>1</td>
</tr>
<tr>
<td>SJD/AE/1.2</td>
<td>Assistant Engineer</td>
<td>Administration &amp; Establishment Circle</td>
<td>1</td>
</tr>
<tr>
<td>SJD/AE/2.1</td>
<td>Executive Engineer</td>
<td>Administration &amp; Establishment Division</td>
<td>1</td>
</tr>
<tr>
<td>SJD/AE/2.2</td>
<td>Sub-Divisonal Engineer</td>
<td>Administration &amp; Establishment Division</td>
<td>1</td>
</tr>
<tr>
<td>SJD/AE/2.3</td>
<td>Assistant Engineer</td>
<td>Administration &amp; Establishment Division</td>
<td>1</td>
</tr>
<tr>
<td>SJD/AE/2.4</td>
<td>Sub-Assistant Engineer</td>
<td>Administration &amp; Establishment Division</td>
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<tr>
<td>SJD/AE/3.1</td>
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<td>Enquiry Division</td>
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<tr>
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<td>Senior Security Officer</td>
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### Management Services Wing - Specific Job Descriptions

<table>
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<tr>
<th>Job No.</th>
<th>Job Title</th>
<th>Wing/Zone/Circle/Division</th>
<th>No. Posts</th>
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<tr>
<td>SJD/HRD/1.1</td>
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<td>Director*</td>
<td>Audit &amp; Accounts</td>
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<td>Accounts Officer Financial Reporting*</td>
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<td>Accounts Officer Audit*</td>
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</table>

*Specialist Training Required  *Specialist Qualification Required
CIRCLES WITHIN THE WING:

- MIS & Estates
- Administration & Establishment
- Training & HRD

DIVISIONS UNDER THIS WING: 8

OTHER OFFICES UNDER THIS WING:

- Audit & Accounts

OFFICERS UNDER THIS OFFICE:

1. Assistant Engineer 1 No.
2. Sub-Assistant Engineer 1 No.

PERSONNEL SPECIFICATIONS:

The post holder must meet the general requirements of an Additional Chief Engineer as specified in the RHD Management Manual and as per recruitment rules.

The person for this position must have at least 2 years of experience as a Superintending Engineer in the Management Services Wing of RHD. The position requires further formal training in Management Studies or preferably a MBA qualification. The post holder must have experience in Training, MIS, GoB accounting procedures and GoB legal procedures. He should have a sound knowledge of the Bangladesh Service Regulations, and understand staff welfare matters. He must be well experienced in enquiry procedures and handling of grievances.

DUTIES AND RESPONSIBILITIES:

In addition to the general responsibilities of the post of Additional Chief Engineer, as specified in the RHD Management Manual, the specific duties relating to this position are detailed below:

1. Establish and develop effective management and Human Resources Development (HRD) systems to guide the promotion, posting and development of all RHD personnel.

2. Ensure that adequate training is provided to all RHD personnel in order to make the best use of their potential and that all training is relevant to the individual's current and planned postings.
3. Develop a Human Resources Plan for specialist posts to ensure that training is provided to people in advance of their posting and that specialist knowledge and experience is retained in the correct posts of RHD.

4. Develop a Career Development Plan for Junior Engineers and co-ordinate opportunities for higher degree studies or other relevant training.

5. Chair the Committee for the Selection of Candidates for Overseas Training.

6. Ensure that the Training Database is maintained for all officers.

7. Provide an Annual Report to the Chief Engineer on all aspects of HRD and training.

8. Provide advice to enquiry proceedings and recommend disciplinary actions for officers and staff as laid down in the Bangladesh Service Regulations.

9. Manage the preparation of the ACRs of all officers and staff, and ensure that they are produced on time and that appropriate actions are taken.

10. Overview in providing comprehensive and reliable MIS system including the necessary hardware and software.

11. Overview that the RHD Intranet and Internet facilities are accessible, reliable, maintained and further developed.

12. Ensure that proper Audit & Accounts procedures are adopted in all the offices of the RHD and regulated according to the Accounts Code Manual.

13. Inform the Chief Engineer immediately of any accounting anomalies.

14. Ensure that proper records of all RHD lands and buildings are maintained, preferably using the GIS system, and that these assets are effectively managed.

15. Provide assistance to the Zonal Officers on land acquisition and encroachment issues.

16. Ensure that the security of key point installations and RHD properties are maintained by sufficient and well-trained personnel.

17. Manage the provision and maintenance of office accommodation and furnishings, for the RHD Headquarters.

18. Establish a well-maintained RHD library.
PERSONNEL SPECIFICATIONS:

The post holder must meet the general requirements of an Assistant Engineer as specified in the RHD Management Manual and as per recruitment rules.

DUTIES AND RESPONSIBILITIES:

In addition to the general requirements of Assistant Engineers, specified in the RHD Management Manual, the specific duties relating to this position are:

1. Assist the ACE in the general administration of the Management Services Wing.

2. Obtain personnel information from the RHD databases and files on behalf of the ACE.

3. Assist the ACE in checking cost estimates for any works that have to be undertaken on behalf of the Management Services Wing.

4. Supervise any work being undertaken for the Management Services Wing and report progress to the ACE.

5. Liaison with MIS & Estates, Management, Auditing & Accounts and Training & HRD Circles on behalf of ACE.

6. Report to ACE on all specific duties on a regular basis.
PERSONNEL SPECIFICATIONS:

The post holder must meet the general requirements of a Sub-Assistant Engineer as specified in the RHD Management Manual and as per recruitment rules.

The post holder should have undertaken training in general administration procedures and using computers (specifically e-mail, RHD Intranet and RHD Internet).

DUTIES AND RESPONSIBILITIES:

In addition to the general requirements of Sub Assistant Engineers, specified in the RHD Management Manual, the specific duties relating to this position are:

1. Assist the ACE in the general administration of the Management Services Wing.

2. Ensure correspondence to and from the ACE is appropriately filed.

3. Assist the AE in checking cost estimates for any works that have to be undertaken on behalf of the Management Services Wing.

4. Ensure the office and vehicle of the ACE are well maintained.

5. Report to ACE/AE on all specific duties on a regular basis.
DIVISIONS UNDER THIS CIRCLE:

- Estates
- Land Records & Acquisition

OFFICES UNDER THIS CIRCLE:

- Hardware & Network
- Software Development

OFFICERS UNDER THIS OFFICE:

1. Assistant Engineer 1 No.
2. Sub-Assistant Engineer 1 No.

PERSONNEL SPECIFICATIONS:

The post holder must meet the general requirements of an officer with the rank of Superintending Engineer as specified in the RHD Management Manual and as per recruitment rules.

The post shall hold a Post-graduation degree in Computer Science/Engineering/Business Administration from a recognised University. The position requires regular formal training on Information Technology and computer applications IT & MIS related works. He must have training in the management and use of local and metropolitan area networks.

DUTIES AND RESPONSIBILITIES:

In addition to the general responsibilities of the post of Superintending Engineer, as specified in the RHD Management Manual, the specific duties relating to this position are detailed below:

1. The Superintending Engineer will ensure the provision of support for the IT requirements of the Roads and Highways Department through the procurement, development, installation and maintenance of the necessary computer hardware and software.

2. Develop an IT/MIS Guideline for the procurement, installation, maintenance and usage of computers and networks in RHD and ensure this is understood and followed by all personnel of the Department.

3. Monitor the implementation of the annual plan for the supply, upgrading and replacement of desktops, laptops and network equipment in RHD.
4. Ensure that the software required and used in RHD is timely procured, developed and/or upgraded.

5. Monitor internal and external communications between the head office and field offices by means of an efficient telephone system, and E-mail system and an Interactive Web-site containing all RHD MIS Information and Documentation.

6. Liaise with the SE-Administration & Establishment Circle on all RHD management plan documentation matters, and formally review the adequacy and effectiveness of the Intranet Documentation system.

7. Monitor the development and operation of suitable and reliable central server facilities for the storage of various types of data, emails and databases.

8. He will ensure the provision of reliable local and metropolitan area networks (LAN and MAN) and ensure Internet connectivity required for the exchange of data and information for normal office functions of in the whole RHD.

9. Ensure that correct network access controls are in use, that backup procedures are working, that adequate back-up powers supplies are working and that updated virus checking software is installed and working.

10. Monitor the establishment and operation of a help-line to provide support to the network users.

11. Co-operate with the RHD Training Centre in defining and organising appropriate training and certification for all grades of computer users as required.

12. Ensure that the library is developed to meet the professional requirements of RHD officers and monitor its service functions.

13. Ensure that a database system for recording and maintaining RHD’s land and buildings is developed and maintained to meet the legal obligations of the Department.

14. Establish a system for indexing and maintenance of all maps/plans, preferably using GIS, of all land owned by RHD.

15. Monitor the utilisation of RHD land and buildings and that unutilised land and buildings are activated as per government policy.
16. Ensure that records and documents for all RHD properties and documents for Arbitration and Deeds/Agreement are maintained in order, and that adequate arrangements are made for the physical protection of them.

17. Liaise with other Departments on land acquisition or transfer issues. Give advice to RHD officers on the land acquisition/transfer issues.

18. Ensure that the RHD lands are properly managed and maintained.


20. Monitor evictions from RHD lands.
PERSONNEL SPECIFICATIONS:

The post holder must meet the general requirements of an officer of the rank of Assistant Engineer as specified in the RHD Management Manual and as per recruitment rules.

The candidate shall have undertaken training in MIS, land and estate matters, as well as in using computers to utilise the RHD MIS.

DUTIES & RESPONSIBILITIES:

In addition to the general responsibilities of the post of Assistant Engineer, as specified in the RHD Management Manual, the specific duties relating to this position are detailed below:

1. Assist the SE in technical matters and in the general administration of the MIS & Estates Circle.

2. Co-ordinate and operate on a day-to-day basis the MIS Help Desk, provide advice and assistance to the MIS users in RHD, list job requests for specialist personnel of the Hardware & Network Division and the Software Development Division when required, and confirm completion of task from respective divisions.

3. Keep the Computer Equipment Database up-to-date with the Help Desk activities.

4. Assist the SE in checking cost estimates and tender documents for any works that are undertaken by the divisions of the circle.

5. Liaise with Hardware & Network, Software Development, Estates and Land Record & Acquisition Divisions on behalf of the circle office.

6. Compile progress report submitted by the divisional offices.

7. Facilitate the implementation of training programmes carried out by different offices under the Circle.

8. Check that the content of the RHD Web-site is kept up-to-date and contains all relevant information.

9. Report to SE on all specific duties on a regular basis.
PERSONNEL SPECIFICATIONS:

The post holder must meet the general requirements of an officer of the rank of Sub-Assistant Engineer as specified in the RHD Management Manual and as per recruitment rules.

The candidate should receive training in MIS, land and estate matters, as well as in using computer operation and maintenance.

DUTIES & RESPONSIBILITIES:

In addition to the general responsibilities of the post of Sub-Assistant Engineer, as specified in the RHD Management Manual, the specific duties relating to this position are detailed below:

1. Assist in technical matters and in the general administration of the MIS & Estates Circle.

2. Participate in the Help Desk, receive and log complains in the Help Desk/Equipment Database. Provide advice and assistance to the MIS users in RHD as per guideline or general practice, after receiving trouble reports. Refer special cases to the personnel of the Hardware & Network Division and the Software Development Division.

3. Keep the Computer Equipment Database up-to-date with the Help Desk activities.

4. Prepare daily, weekly and monthly reports of the Help Desk activities.

5. Assist the circle office in checking cost estimates and tender documents for any works that are undertaken by any of the divisions in the Circle.

6. Assist the circle office in liaison activities between the divisions and the circle.

7. Assist in compilation progress report submitted by the divisional offices.

8. Assist in the implementation of training programmes carried out by different offices under the Circle.
OFFICERS UNDER THIS OFFICE:

2. Assistant Maintenance Engineer 3 No.
3. Assistant Engineer 1 No.
4. Sub-Assistant Engineer 1 No.

PERSONNEL SPECIFICATIONS:

The post holder must meet the general requirements of an officer with the rank of Executive Engineer as specified in the RHD Management Manual and as per recruitment rules. In addition, the GoB Computer Personnel Recruitment Rules, 1985, for recruitment of Computer personnel applies.

He should have undertaken training on computer Hardware, Network Technology and up to date applications. He should have work experience and formal training in hardware troubleshooting and/or network administration. In post, he should be given training to ensure that his knowledge of hardware is maintained up to date.

DUTIES & RESPONSIBILITIES:

In addition to the general responsibilities of the post of Executive Engineer, as specified in the RHD Management Manual, the specific duties relating to this position are detailed below:

1. Establish and maintain local and metropolitan area networks (LAN and MAN, including existing non-RHD networks) for metropolitan RHD offices to achieve high speed data transfer.

2. Advice and assist on equipment and procedures for local area networks and Internet connectivity for the RHD field offices.

3. Develop guidelines for the procurement & maintenance of equipment and services, and for the use of information and communication technology in RHD.

4. Develop and maintain suitable and reliable central file server facilities for the storage of all files including databases, email and files relating to the Geographical Information System.

5. Maintain proper inventory of computer and network equipment in RHD.
6. Prepare annual plan with priorities to maintain and expand the computer hardware in RHD (desktops, laptops, network and radio equipment).

7. Procure and install equipment as per annual plan with minimum store keeping time.

8. To procure, install and maintain a modern telephone system which is fully integrated with the computer networks.

9. Establish and maintain internal and external communications within the Head Quarter and with the field offices through an E-mail system and the availability of the RHD Web-site containing all MIS and public information.

10. Ensure proper network operation and security through the procurement, installation and maintenance of backup power supplies, effective virus protection software & procedures, access controls, user certification and data backup procedures.

11. Participate in the operation of an advisory help line service to all network users, with technical hardware assistance centrally.

12. To cooperate with the RHD Training Centre in organising appropriate training for various types and grades of computer users.
PERSONNEL SPECIFICATIONS:

The post holder must meet the general requirements of an officer with the rank of Sub-Divisional Engineer as specified in the RHD Management Manual and as per recruitment rules. In addition, the GoB Computer Personnel Recruitment Rules, 1985, for recruitment of Computer personnel apply.

He should have undertaken training on computer Hardware, Network Technology and up to date applications. He should have work experience and formal training in hardware troubleshooting and/or network administration. In post, he should be given training to ensure that his knowledge of hardware is maintained up to date.

DUTIES & RESPONSIBILITIES:

In addition to the general responsibilities of the post of Sub-Divisional Engineer, as specified in the RHD Management Manual, the specific duties relating to this position are detailed below:

1. Maintain the local area networks of RHD in Dhaka.

2. Maintain the metropolitan area networks in Dhaka.

3. Monitor performance and advice on network troubleshooting and Internet connections for RHD field offices outside Dhaka.

4. Assist the RHD field offices with procedures for the establishment and operation of local area networks and Internet connections.

5. Update database of computer and network equipment in RHD.

6. Implement procurement and installation of equipment as per annual plan with minimum store keeping time.

7. Establish and maintain a modern telephone system which is fully integrated with the computer networks.

8. Establish and maintain an E-mail system and ensure availability of the RHD Web-site.
9. Provide RHD officers with Internet accessibility as per the MIS guidelines.

10. Implement and maintain backup power supplies, effective virus protection software & procedures, access controls, user certification and data backup procedures.

11. Participate in the operation of an advisory help line service to all network users, with technical hardware assistance centrally.

12. Cooperate with the RHD Training Centre in organising appropriate training for various types and grades of computer users.
PERSONNEL SPECIFICATIONS:

The post holder must meet the general requirements of an officer with the rank of Assistant Engineer as specified in the RHD Management Manual and as per recruitment rules. In addition, the GoB Computer Personnel Recruitment Rules, 1985, for recruitment of Computer personnel applies, which for this post reads:

In post, he should be given training to ensure that his knowledge of hardware is maintained up to date.

DUTIES & RESPONSIBILITIES:

In addition to the general responsibilities of the post of Assistant Engineer, as specified in the RHD Management Manual, the specific duties relating to this position are detailed below:

1. Assist in maintenance and administration of networks (LAN & MAN) and Dial up Connections for field offices.

2. Update database of computer and network equipment in RHD.

3. Install computers and network equipment as per annual plan.

4. Supervise the installation of and maintain modern telephone system, which is fully integrated with the computer networks.

5. Keep computers up-to-date for proper function of email, anti-virus and operating systems.

6. Participate in the operation of an advisory help line service to all network users, with technical hardware assistance centrally.
PERSONNEL SPECIFICATIONS:

The post holder must meet the general requirements of an officer of the rank of Assistant Engineer as specified in the RHD Management Manual and as per recruitment rules.

The candidate should hold a first degree in an engineering or technical discipline, preferably in computer engineering and should receive general training in hardware and network issues.

DUTIES & RESPONSIBILITIES:

In addition to the general responsibilities of the post of Assistant Engineer, as specified in the RHD Management Manual, the specific duties relating to this position are detailed below:

1. Assist the EE in the general administration and technical matters of the Hardware & Network Division.

2. Advice users on hardware and network related issues through the MIS Help Line service.

3. Assist the SE in checking cost estimates for any works that have been undertaken on behalf of the MIS & Estates Circle.

4. Supervise any work being undertaken by the division and report progress to the EE.

5. Write periodic/annual technical reports on divisional issues.

6. Update database of computer and network equipment in RHD.

7. Assist in maintenance and administration of networks (LAN & Man) and Dial up Connections for field offices.

8. Supervise the installation of and maintain modern telephone system, which is fully integrated with the computer networks.
PERSONNEL SPECIFICATIONS:

The post holder must meet the general requirements of an officer with the rank of Sub-Assistant Engineer as specified in the RHD Management Manual and as per recruitment rules. He should have experience in trouble shooting computer hardware installation problems, virus attacks etc. He should be given in post training to ensure that his knowledge of the software and programming languages is up to date.

DUTIES & RESPONSIBILITIES:

In addition to the general responsibilities of an officer of the rank of Sub-Assistant Engineer, as specified in the RHD Management Manual, the specific duties relating to this position are detailed below:

1. Assist in administrative work in the division.

2. Assist the EE in checking cost estimates and preparing tender papers for work/supply to be undertaken by the division.

3. Installation of computers, network equipment and anti-virus updates on user machines.

4. Provide on-site assistance to users regarding any hardware related problem through the help desk and confirm the completion of the task.

5. Update the Help Desk/Equipment Database for all work performed by the Division.

6. Liaison with the SAE of the circle office for matters relating to his part of the divisions work for the circle.
OFFICERS UNDER THE OFFICE:

1. Assistant System Analyst 1 No.
2. Programmer 4 No.
3. Assistant Programmer 2 No.
4. Sub-Assistant Engineer 1 No.

OTHER OFFICERS (LIBRARY & RECORDS) UNDER THIS OFFICE:

1. Sub-Divisional Engineer 1 No.
2. Sub-Assistant Engineer 1 No.
3. Assistant Librarian 1 No.

PERSONNEL SPECIFICATIONS:

The post holder must meet the general requirements of an officer with the rank of Executive Engineer as specified in the RHD Management Manual and as per recruitment rules. In addition, the GoB Computer Personnel Recruitment Rules, 1985, for recruitment of Computer personnel apply.

He should have experience in trouble-shooting software and dealing with software installation problems, virus attacks etc. He should be given in post training to ensure that his knowledge of the software and programming languages is up to date.

DUTIES & RESPONSIBILITIES:

In addition to the general responsibilities of an officer of the rank of Executive Engineer, as specified in the RHD Management Manual, the specific duties relating to this position are detailed below:

1. Plan, develop and/or procure, install, maintain, monitor and improve software to meet the requirements of ICT in RHD, E-governance issues and feedback from concerned offices.
2. Ensure that all system development is compatible with the existing system.
3. Develop guidelines for the use of information and communication technology in RHD.
4. Develop and maintain the RHD Intranet and an Internet Web Site containing all RHD MIS information.
5. Maintain Master Copies of all documentation (incl. Management Plans) on the RHD Intranet, keep Master Lists and liaise with Administration & Establishment Circle to ensure that the current amendments and updates are published on the Web-site and that changes to documentation are advertised on the homepage of the RHD Web-site.

6. Maintain the systems giving security for access to data and the backup of all data.

7. Monitor use of the network and MIS systems and bring any cases of misuse to the attention of his superior for necessary action.

8. Provide assistance to network users through the provision of a telephone help line providing software support services.

9. Arrange training for all computer users through cooperation with the RHD Training Centre.

10. Maintain a library for RHD personnel with open sections for study, Internet browsing and display of publications and reference material.

11. Develop & maintain a system for lending out and collecting reference material to be used by the RHD officers.
PERSONNEL SPECIFICATIONS:

The post holder must meet the general requirements of an officer with the rank of Sub-Divisional Engineer as specified in the RHD Management Manual and as per recruitment rules. In addition, the GoB Computer Personnel Recruitment Rules, 1985, for recruitment of Computer personnel apply.

He should be given in post training to ensure that his knowledge of the software and programming languages is up to date.

DUTIES & RESPONSIBILITIES:

In addition to the general responsibilities of an officer of he rank of Sub Divisional Engineer, as specified in the RHD Management Manual, the specific duties relating to this position are detailed below:

1. Assist the System Analyst to assess the MIS requirements and design and improve databases.
2. Maintain and secure the database servers and ensure regular database backups.
3. Monitor the performance of the database server.
4. Operate the systems giving security for access to data and the backup of all data.
PERSONNEL SPECIFICATIONS:

The post holder must meet the general requirements of an officer with the rank of Sub-Divisional Engineer as specified in the RHD Management Manual and as per recruitment rules. In addition, the GoB Computer Personnel Recruitment Rules, 1985, for recruitment of Computer personnel apply.

He should be given in post training to ensure that his knowledge of the software and programming languages is up to date.

DUTIES & RESPONSIBILITIES:

In addition to the general responsibilities of an officer of he rank of Sub Divisional Engineer, as specified in the RHD Management Manual, the specific duties relating to this position are detailed below:

1. Develop customised software to meet RHD’s requirements.
2. Train subordinates in programming and programme coding.
3. Monitor, revise and rewrite programmes to increase operating efficiency.
4. Provide training to data entry operators.
5. Prepare and update user manuals.
6. Advice users on software related issues through the MIS Help Line service.
PERSONNEL SPECIFICATIONS:

The post holder must meet the general requirements of an officer with the rank of Assistant Engineer as specified in the RHD Management Manual and as per recruitment rules. In addition, the GoB Computer Personnel Recruitment Rules, 1985, for recruitment of Computer personnel apply.

He should be given in post training to ensure that his knowledge of the software and programming languages is up to date.

DUTIES & RESPONSIBILITIES:

In addition to the general responsibilities of an officer of the rank of Assistant Engineer, as specified in the RHD Management Manual, the specific duties relating to this position are detailed below:

1. Assist the Programmer to develop customised software to meet RHD’s requirements.
2. Rewrite programmes as instructed to increase operating efficiency.
3. Train and supervise data entry operators.
4. Prepare and update user manuals.
5. Assist users on software related issues through the MIS Help Line service.
PERSONNEL SPECIFICATIONS:

The post holder must meet the general requirements of an officer with the rank of Sub-Assistant Engineer as specified in the RHD Management Manual and as per recruitment rules. He should have experience in trouble shooting software and dealing with software installation problems, virus attacks etc. He should be given in post training to ensure that his knowledge of the software and programming languages is up to date.

DUTIES & RESPONSIBILITIES:

In addition to the general responsibilities of an officer of the rank of Sub-Assistant Engineer, as specified in the RHD Management Manual, the specific duties relating to this position are detailed below:

1. Assist in administrative work in the division.

2. Assist the System Analyst in checking cost estimates and preparing tender papers for work/supply to be undertaken by the division.

3. Provide on-site assistance to users regarding any software related problem through the help desk and confirm the completion of the task.

4. Update the Help Desk/Equipment Database for all work performed by the Division.

5. Installation of software and anti-virus updates on user machines.

6. Liaison with the SAE of the circle office for matters relating to his part of the divisions work for the circle.
**PERSONNEL SPECIFICATIONS:**

The post holder must meet the general requirements of an officer with the rank of Sub-divisional Engineer as specified in the RHD Management Manual and as per recruitment rules.

The post holder should be a graduate from a recognised university. He should have experience of operating a departmental Library or should have undertaken a diploma in Library Science/Studies with adequate computer literacy.

**DUTIES & RESPONSIBILITIES:**

In addition to the general responsibilities of the post of Sub-divisional Engineer, as specified in the RHD Management Manual, the specific duties relating to this position are detailed below:

1. Ensure that RHD Library policies & procedures are followed.
2. Appraise department officers about the library usage and policies.
3. Prepare the annual budget for equipment and other materials required for the Library.
5. Maintain relevant technical papers from all possible sources with main focus on Highway Engineering and Management. In particular to make available Internet based relevant material through on-line terminals in the library.
7. Arrange the library staff work schedules to meet RHD’s needs.
8. Develop database and information systems to catalogue and access information.
9. Co-operate actively with FLJF in order to publish the RHD Newsletter.
10. Investigate the type of books, journals, publications etc. required in the library and put up an indent to the appropriate authority of procurement.
PERSONNEL SPECIFICATIONS:

The post holder must meet the general requirements of an officer with the rank of Sub-Assistant Engineer as specified in the RHD Management Manual and as per recruitment rules.

He should have training/experience of operating a departmental Library with adequate computer literacy.

DUTIES & RESPONSIBILITIES:

In addition to the general responsibilities of the post of Sub-Assistant Engineer, as specified in the RHD Management Manual, the specific duties relating to this position are detailed below:

1. Assist the SDE of Library & Records, in the following:
   
   (I) Inform the department officers about the library policies and procedures and any changes.
   
   (II) Preparing the annual budget for equipment and other materials (books, reference material, subscriptions, etc.) required for the Library.

2. Collate technical papers from all possible sources regarding Highway Engineering and Management, in particular make available Internet based and relevant material.

3. Maintain a record of books/journals/magazines received, stored, issued, and returned and file catalogue cards.

4. Compile records, sort and shelve books and issue and receive library materials such as, drawings, maps, periodicals, departmental documents and CD etc.

5. Organise the repair of books.
PERSONNEL SPECIFICATIONS:

The post holder must meet the general requirements of an Officer with the rank of Sub-Assistant Engineer as specified in the RHD Management Manual and as per recruitment rules.

He should have training/experience of operating a departmental Library or should have a diploma in Library Science/Studies with adequate computer literacy.

DUTIES & RESPONSIBILITIES:

The specific duties relating to this position are detailed below:

1. Assist the SDE of Library & Records, in the following:
   (I) Inform the department officers about the library policies and procedures and any changes.
   (II) Co-ordinate with the MIS & Estates Circle and the Training & HRD Circle officers (through the SDE-Library & Records) in the selection of reference materials for the library.
   (III) Keep abreast of developments and trends in technology within the National Library Services.
   (IV) Assist readers in the use of library catalogues, database and indexes to locate books and other materials.
   (V) Guide the users of Internet services to search and locate relevant material on the Internet.
2. Prepare the library staff work schedules to meet RHD’s needs.
3. Classify and catalogue items of books according to contents and purpose.
4. Register borrowers and Issue borrower’s identification cards.
RHD Specific Job Description – Management Services Wing

SJD/ME/5.1 - EXECUTIVE ENGINEER

OFFICERS UNDER THE DIVISION:
1. Assistant Engineer 2 No.

PERSONNEL SPECIFICATIONS:
The post holder must meet the general requirements of an officer of the rank of Executive Engineer as specified in the RHD Management Manual and as per recruitment rules.

The candidate should preferably be a graduate in civil engineering and preferably hold a post-graduate qualification in Estate & Land Management. At least 3 years work experience of estate management would be preferable. He shall receive periodic training in estate matters whilst in the post.

DUTIES & RESPONSIBILITIES:
In addition to the general responsibilities of the post of Executive Engineer, as specified in the RHD Management Manual, the specific duties relating to this position are detailed below:

1. Establish and maintain the database of all RHD fixed assets including records of land acquisition, derequisition/relinquishment, transfer of land to/from other organisations and deeds of lease, as well as key information of all buildings, and implement a programme to gradually incorporate the data with the GIS database of RHD.

2. Collect all relevant data, including legal proof of ownership (LA MAP, Position Certificate/Gazette Notification) and any changes to those, from field division offices for the status of RHD land and buildings.

3. Establish a system for indexing and maintenance of all maps/plans, preferably using GIS, of all RHD land.

4. Monitor the utilisation of RHD land and buildings and that unutilised land and buildings are activated as per government policy.

5. Ensure that records and documents of all RHD properties and documents of arbitration and deeds/agreements are maintained in order and that adequate arrangements are made for the physical protection of them.

6. Analyse data and prepare reports on the status and utilisation of RHD land and buildings, and identify areas for improvement.
7. Develop a system for periodic reporting from field offices regarding land recording, mutation, changes done to RHD land and buildings (including building condition survey data), and ensure data entry into the database.

8. Establish RHD road and division/district wise maps (to be gradually incorporated with the GIS database), plans and reports using the database and records of all RHD owned land and building assets.

9. Co-operate with the Arboriculture Circle to update information on tree plantation in the database.

10. Obtain the encroachment reports from field offices and monitor the eviction from RHD lands, and prepare advice and assistance in cases of encroachment onto RHD lands and properties.

11. Appraise the RHD field officers about the clauses of the Highway Act, Motor Vehicle Ordinance and land related rules and regulations.
PERSONNEL SPECIFICATIONS:
The post holder must meet the general requirements of an officer of the rank of Assistant Engineer as specified in the RHD Management Manual and as per recruitment rules.

The candidate shall receive periodic training in estate matters whilst in the post.

DUTIES & RESPONSIBILITIES:
In addition to the general responsibilities of the post of Assistant Engineer, as specified in the RHD Management Manual, the specific duties relating to this position are detailed below:

1. Assist in collecting data/information of all RHD fixed assets, supervise data entry and prepare reports on land and buildings as and when required/assigned by the higher authorities.

2. Prepare RHD road and divisional/district wise maps (to be gradually incorporated with the GIS database), plans and reports using the database and records of all RHD owned land and building assets.

3. Analyse data and prepare proposal for utilisation of unused RHD lands (such as roadside ponds, ditches, etc.) and buildings, based on existing GoB policies (for utilisation of unused lands).

4. Compile encroachment and eviction reports from the field offices and prepare draft for EE-Estates for initiating instructions in this respect.

5. Assist EE in the following:
   (a) Development of a GIS based database of all RHD fixed assets.
   (b) Carrying out data analysis, seminars and publications on Asset Management.
   (c) Maintenance of land ownership documents, maps, plans, agreements, arbitration etc.
   (d) Checking the raw data and result data for the maps and drawings from the database.
OFFICERS UNDER THE DIVISION:

1. Sub-Divisional Engineer 1 No.
2. Assistant Engineer 2 No.
3. Sub-Assistant Engineer 3 No.

PERSONNEL SPECIFICATIONS:

The post holder must meet the general requirements of an Executive Engineer as specified in the RHD Management Manual and as per recruitment rules.

The post holder should preferably be a graduate in Civil Engineering. The post holder should have at least 2 years previous experience in the Land Records/Acquisition Division. He should have received training in land acquisition/land law issues and should periodically receive training whilst in post.

DUTIES & RESPONSIBILITIES:

In addition to the general responsibilities of the post of Executive Engineer, as specified in the RHD Management Manual, the specific duties relating to this position are detailed below:

1. Co-operate with the Estates Division in establishing and maintaining a database of all RHD fixed assets, were all RHD land has a reference to files containing all legal documents.

2. Process land acquisition proposals and estimates obtained from field offices, and monitor those.

3. Liaise with the field offices in connection with construction schemes and keep them updated on the progress of land acquisition and other changes.

4. Process any proposals for de-requisition/relinquishment and transfer of land from/to other organisations and leasing out of land and monitor those.

5. Produce and update a guideline for RHD field officers, explaining the salient features of the Land Acquisition Act, rules and regulations for land acquisition, de-requisition/relinquishment and transfer of land from/to other organisations and leasing out of land, and implement training for the field officers in these matters through the RHDTNC.


7. Perform the duties and responsibilities as a drawing and disbursement officer for all offices under the MIS & Estates Circle.
PERSONNEL SPECIFICATIONS:

The post holder must meet the general requirements of a Sub-divisional Engineer as specified in the RHD Management Manual and as per recruitment rules.

The post holder should preferably be a graduate in Civil Engineering. He should have received training in land acquisition/land law issues and should periodically receive training whilst in post.

DUTIES & RESPONSIBILITIES:

In addition to the general responsibilities of the post of Sub-divisional Engineer, as specified in the RHD Management Manual, the specific duties relating to this position are detailed below:

1. Supervise maintenance and storage of all documents, such as land acquisition plan, mouza maps, GIS maps and other related and important papers.

2. Assist EE in processing the following: -
   
   (a) Proposals for land acquisition by RHD field/project offices and subsequent checking of cost estimates.
   
   (b) Proposals for de-requisition/relinquishment of RHD land and transfer of land to/from other organisations.
   
   (c) Proposals for leasing of RHD roadside land/ditches, approach road, unused buildings etc to others and public in general.
   
   (d) Request for Permission for hoisting of hoarding, bill-boards etc on RHD lands, buildings, etc.

3. Checking of progress report of land acquisitions in field divisions and project offices.

4. Finalising preparation of handbook on procedures and salient features of the law relating to land acquisition, derequisition/relinquishment and transfer of land to/from other organisations, and updating from time to time.

5. Writing technical reports on land acquisition as and when assigned by the higher authorities.

6. Maintain all initial accounts for expenditure for all offices under the MIS & Estates Circle, and submit them to the Executive Engineer Land Records & Acquisition in a prescribed form within the due date.
PERSONNEL SPECIFICATIONS:

The post holder must meet the general requirements of an Assistant Engineer as specified in the RHD Management Manual and as per recruitment rules.

He should have received training in land acquisition/land law issues and should periodically receive training whilst in post.

DUTIES & RESPONSIBILITIES:

In addition to the general responsibilities of the post of an Assistant Engineer, as specified in the RHD Management Manual, the specific duties relating to this position are detailed below:

1. Supervise the maintenance of all documents, such as of land acquisition plans, mouza maps, GIS maps and other relevant and important papers.

2. Examining/checking arithmetical and procedural requirements and provisions of rules and regulations in the following:
   (a) Proposals for land acquisition by RHD field/project offices and subsequent checking of cost estimates.
   (b) Proposals for de-requisition/relinquishment of RHD land and transfer of RHD land to/from other organisations.
   (c) Leasing out RHD roadside fellow land/ditches, approach road, unused buildings etc to others and the public in general.
   (d) Request for Permission for hoisting of hoarding, billboards etc on RHD land and buildings.

3. Participate actively in the preparation of the handbook on procedures and salient features of the law relating to land acquisition and updating from time to time.

4. Supervise data entry into the database and check outputs from the database.

5. Assist in preparing technical reports on land acquisition when assigned by the authorities.

6. Participate actively with EE/SDE-Land Records & Acquisition in the development of a GIS based database for maintaining L.A records, related data, maps/plans, important and legal information etc.
PERSONNEL SPECIFICATIONS:

The post holder must meet the general requirements of a Sub-Assistant Engineer as specified in the RHD Management Manual and as per recruitment rules.

He should have received training in land acquisition/land law issues and should periodically receive training whilst in post.

DUTIES & RESPONSIBILITIES:

In addition to the general responsibilities of the post of Sub-Assistant Engineer, as specified in the RHD Management Manual, the specific duties relating to this position are detailed below:

1. Keep all documents of land acquisition plans, mouza-maps/other maps, relevant documents and important files and registers, etc., in safe custody.
2. Checking of land acquisition plans, sketch-maps for hoarding and approach roads, arithmetical calculations of estimates etc.
3. Collect procedures of land acquisition, data and information related to land law, rules & regulations, etc..
4. Comparing with the original or proof-reading, printing and publication of hand-books, reports and important documents
5. Preparing input and output data for computer software.
7. Recording of work done or supply made for payment purposes.
8. Report to EE/SDE/AE on all specific duties on a regular basis.
DIVISIONS UNDER THIS CIRCLE:

- Administration & Establishment
- Enquiry
- Law

OFFICE UNDER THIS CIRCLE:

- Security

OFFICER UNDER THIS OFFICE:

1. Assistant Engineer 1 No.

PERSONNEL SPECIFICATIONS:

The post holder must meet the general requirements of a Superintending Engineer as specified in the RHD Management Manual and as per recruitment rules.

The post holder should preferably be a graduate in Civil Engineering. The post holder should have received training/undertaken higher studies in Personnel Management/HRD/Employment Law. The post holder should have a minimum of 2 years experience as an Executive Engineer in the Management Services Wing. The post holder should know the BSR, especially disciplinary actions, and enquiry procedures. He should demonstrate a proficiency in the application of legal instruments of Bangladesh. The post holder must be aware of the operational procedures of all circles of RHD.

DUTIES AND RESPONSIBILITIES:

In addition to the general responsibilities of the post of Superintending Engineer, as specified in the RHD Management Manual, the specific duties relating to this position are detailed below:

1. Develop and implement a plan and programme in RHD for the supply of properly qualified, committed and experienced staff to meet the organisational requirements of RHD including posting of officers to the correct positions and helping them to develop their full potential.

2. Draft and periodically update the Human Resources Development Policy of RHD, ensuring that it is formally approved and implemented.

3. Maintain close liaison with all the heads of Wings and Zones regarding particular personal issues and future postings.
4. Estimate the annual manpower forecast for RHD and prepare and submit an annual budget accordingly.

5. Assist the Chief Engineer in dealing with the Annual Confidential Reports (ACR) of RHD personnel.

6. Maintain a personal database as part of normal management procedures.

7. Implement a programme of annual appraisals for RHD officers.

8. Maintain a comprehensive record of all disciplinary disputes involving RHD personnel and provide reports on recommended disciplinary actions.

9. Deal with all cases of complaints against RHD employees arising within the Department or from the MoC.

10. Arrange enquiry committees to conduct enquiry against officers as required.

11. Provide information, when requested to all RHD employees on Government rules and regulations, conditions of service including salary, rewards, pensions, and other statutory matters.

12. Ensure staff welfare systems operate, including undertaking negotiations with Employee Unions, and Liaising with officials of the Staff Associations regarding RHD issues.

13. Deal with all cases of obtaining benefits from other Government departments or external agencies for RHD staff.

14. Prepare and administer contracts and terms of reference for the recruitment of temporary staff.

15. Ensure adequate support services and well maintained office accommodation is arranged at RHD Headquarters.

16. Provide a reliable and effective security service in RHD and ensure that all RHD premises provide a safe and secure working environment.

17. Develop a strong security force in order to properly utilise the existing security manpower and train them to undertake necessary security functions.

18. Liase with other security agencies on all matters requiring provision of further security to personnel and assets of the RHD, and also non-RHD personnel on RHD property.

19. Oversee in legal cases involving RHD in the law courts, monitor progress of ongoing litigation cases and prepare monthly progress reports for the Chief Engineer.
PERSONNEL SPECIFICATIONS:

The post holder must meet the general requirements of an Assistant Engineer as specified in the RHD Management Manual and as per recruitment rules.

He should receive training in general administration and using computers (specifically e-mail, RHD Intranet and RHD Internet).

DUTIES AND RESPONSIBILITIES:

In addition to the general requirements of Assistant Engineers, specified in the RHD Management Manual, the specific duties relating to this position are:

1. Assist the SE is the general administration of the Administration & Establishment Circle.
2. Obtain personnel information from the RHD Databases and files on behalf of the SE.
3. Assist the ACE in checking cost estimates for any works that have to be undertaken on behalf of the Administration & Establishment Circle.
4. Supervise any work being undertaken for the Administration & Establishment Circle and report progress to the AE.
5. Liaison with Human Resources, Enquiries, Law Divisions and security office on behalf of SE.
6. Draft conditions of employment for all temporary members of staff for checking by SE.
7. Ensure the RHD Personnel Database is properly maintained through co-ordination with the Human Resources Division and the RHD Training Centre.
OFFICERS UNDER THE DIVISION:

1. Sub-Divisional Engineer 1 No.
2. Assistant Engineer 1 No.
3. Sub-Assistant Engineer 2 No.

PERSONNEL SPECIFICATIONS:

The post holder must meet the general requirements of an Executive Engineer as specified in the RHD Management Manual and as per recruitment rules.

The post holder should preferably be a graduate in Civil Engineering. He should have received training/undertaken higher studies in HR Management and should have experience of working in the Management Services wing for at least 2 years. He should continue to receive Human Resource Management Training during the posting.

DUTIES & RESPONSIBILITIES:

In addition to the general responsibilities of the post of Executive Engineer, as specified in the RHD Management Manual, the specific duties relating to this position are detailed below:

1. Maintain RHD personal records, as part of normal office procedures, and in accordance with the policy of RHD. To collect and update personnel data including details of disciplinary actions.

2. Ensure the paperwork and files needed for new appointments, promotions and retention /retrenchment of staff are processed efficiently and correctly.

3. Initiate paperwork for the transfer and posting of all nongazetted personnel.

4. Act as Member Secretary for the committee for promotion and appointment for non-gazetted staff.

5. Assist SE-Administration & Establishment Circle in the processing of Terms of Reference and Contracts for Temporary/Contract staff.

6. Assist SE-Administration & Establishment Circle in developing and implementing a programme of annual appraisals for officers. Maintain an up to date database holding all ACRS.
7. Assist the SE-Administration & Establishment Circle in conducting the Staff Requirement Assessment (SRA) for the Department.

8. Ensure that there is effective communication with the Staff Associations and their points of view are duly considered.

9. Maintain liaison with the RHD Training Centre in respect of the training needs of Officers & staff.


11. Propose need for training on courses like establishment matters, pension cases to the dealing staff/assistants and ensure attending such courses whenever available.

12. Maintain the existing buildings and campus of Sarak Bhaban.

13. Perform the duties and responsibilities as a drawing and disbursing and payment to the contractors and officer for CEs office, Additional Chief Engineers office and all the offices under the SE-Administration & Establishment Circle.

14. Calling and receiving tenders for necessary works for maintaining RHD buildings and campus.

15. Interact with Security Division on all matters related to security in RHD Headquarter building and campus.
PERSONNEL SPECIFICATIONS:

The post holder must meet the general requirements of a Sub-divisional Engineer as specified in the RHD Management Manual and as per recruitment rules.

The post holder should preferably be a graduate in Civil Engineering. He should have received training/undertaken higher studies in HR Management and should have experience of working in the Management Services wing for at least 2 years. He should continue to receive Human Resource Management Training during the posting.

DUTIES & RESPONSIBILITIES:

In addition to the general responsibilities of the post of Sub-divisional Engineer, as specified in the RHD Management Manual, the specific duties relating to this position are detailed below:

1. Interact with MIS for updating of PDS and managing entry into the database
2. Developing database for Human Resources Development and personnel data system
3. Assist EE-Administration & Establishment Division in preparing draft for Human resources Development policy for Roads and Highways Department.
4. Maintaining the existing RHD head quarter buildings (Sarak Bhaban) and the campus around it.
5. Liase with Security Division of RHD and appraise EE-Administration & Establishment Division promptly on all security matters of RHD headquarter building and campus.
7. Certify work done for payment purposes for Contractors.
8. Checking bill of quantities detailed estimates of all works of the Administration & Establishment Circle, claims of contractor etc.
9. Preparing tender documents and signing of estimates when instructed by the EE-Administration & Establishment Division.
10. Writing reports and preparing briefing papers for higher officers in the circle.
11. Report to the EE on all specific duties on a regular basis.
12. Comply the National/RHD Standards, guidelines and Codes of Practice are followed in all maintenance works and any other civil engineering works.
PERSONNEL SPECIFICATIONS:

The post holder must meet the general requirements of an Assistant Engineer as specified in the RHD Management Manual and as per recruitment rules.

He should have received training/undertaken higher studies in HR Management and should have experience of working in the Management Services wing for at least 2 years. He should continue to receive Human Resource Management Training during the posting.

DUTIES AND RESPONSIBILITIES:

In addition to the general responsibilities of the post of Assistant Engineer, as specified in the RHD Management Manual, the specific duties relating to this position are detailed below:

1. Assist EE-Administration & Establishment Division in the following:

   (a) in managing sitting arrangement and allocation of rooms of RHD in Sarak Bhaban

   (b) in developing the database.

   (c) in checking estimate, drawings, claims etc

   (d) in preparing tender documents invitation to tenderers, list of contractors for tendering, bill of quantities, drawings, graphs, figures etc

   (e) in maintaining all important documents

   (f) Obtaining documentary materials for reports, information on technical specifications.

2. Prepare minutes of meeting of different departmental promotions, selection of grade, pension cases etc.

3. Writing technical reports and preparing briefing papers for Senior Engineers

4. Report to the EE for all specific duties on a regular basis.

5. Receive drawings and reports from other organisations, enquiring from the general public.

6. Obtaining information for technical specifications.

7. Prepare reports on information for answers to Parliamentary Questions.
PERSONNEL SPECIFICATIONS:

The post holder must meet the general requirements of a Sub-Assistant Engineer as specified in the RHD Management Manual and as per recruitment rules.

He should have received training/undertaken higher studies in HR Management and should have experience of working in the Management Services wing.

DUTIES & RESPONSIBILITIES:

In addition to the general responsibilities of the post of Sub-Assistant Engineer, as specified in the RHD Management Manual, the specific duties relating to this position are detailed below:

1. Supervise and regular monitoring of the daily routine/periodic maintenance and construction works of Sarak Bhaban complex.

2. Collect information on the basic cost of plants, materials, labour required for preparation of rate schedule/estimates and documentary materials for preparation of reports.

3. Take measurement of construction/maintenance works in Sarak Bhaban complex and recording himself in the prescribed M.Bs and co-operate with the SDE/EE for sample checking of measurements.

4. Maintain the following:-

   (a) register of drawings of works and reports issued, received and prepared.

   (b) list of approved suppliers and contractors.

   (c) Supervise the works of Class 3 & 4 worked-charged/muster-roll personnel working in the Administration & Establishment Division.

5. Perform routine works such as cleaning, maintenance of RHD building and campus etc.

6. Prepare BOQ for contract document as well as graphs, sketches or drawings etc required in the tender document.

7. Report to the SDE for all specific duties on a regular basis.
OFFICER UNDER THE DIVISION:

1. Assistant Engineer 2 No.

PERSONNEL SPECIFICATIONS:

The post holder must meet the general requirements of an Executive Engineer as specified in the RHD Management Manual and as per recruitment rules.

He must have at least 2 years previous experience in the Management Services Wing. He should have received training/undertaken higher studies in Personal Management and Employment Law.

DUTIES & RESPONSIBILITIES:

In addition to the general responsibilities of the post of Executive Engineer, as specified in the RHD Management Manual the specific duties relating to this position are detailed below:

1. Maintain a highly confidential “Disciplinary Register” under his personal custody. This will contain details of disciplinary action taken against all gazetted and non-gazetted staff. All proceedings under the Discipline and Appeal rules should also be recorded in the register.

2. Ensure maintenance of complete confidentiality about all enquiry matters.

3. Give advice to the officers conducting, the enquiries about the correct manner in which the enquiries should proceed.

4. Provide assistance in the correct formulation of changes, and the correct presentation of evidence.

5. Circulate notes and instructions regarding enquire as ordered by the Chief Engineer.

6. Review the progress of complaints received from the MoC and prepare a monitoring progress report for the Chief Engineer.

7. Keep watch on the progress of complaints and ensure that there is progress through the issue of reminders when required.


9. Conduct enquiries by himself on cases of complaint as directed by Superintending Engineer, Administration & Establishment Circle or the Chief Engineer.
PERSONNEL SPECIFICATIONS:

The post holder must meet the general requirements of an Assistant Engineer as specified in the RHD Management Manual and as per recruitment rules.

He should have received training/undertaken higher studies in Personal Management and Employment Law.

DUTIES & RESPONSIBILITIES:

In addition to the general responsibilities of the post of an Assistant Engineer, as specified in the RHD Management Manual the specific duties relating to this position are detailed below:

1. Collect information and data in connection with the enquiries, complaints etc.

2. Assist EE- Enquiry in maintaining confidential “Disciplinary Register” and other important documents.

3. Enter data in the database and ensure permanent security of the information in the computer.

4. Assist in preparing list of complaints whose submission dates of enquiry report are expired/likely to expire soon and monitoring progress on the disposal the complaints.

5. Participate in the training provided by the Enquiry Division.

6. Maintain confidentiality in all matters of Enquiry Division.

7. Assist in preparing draft charges, statements of facts/allegations and also modify those received from different zones/wings to the extent as required before put for approval.

8. Extend necessary co-operation with the enquiry/conducting officers in connection with departmental proceeding as directed.

9. Carry out duties and assignments given by the EE on a regular basis.
OTHER OFFICERS UNDER THE OFFICE:

1. Assistant Director 1 No.
2. Senior Security Officer 5 No.

PERSONNEL SPECIFICATIONS:

The post holder must meet the general requirements of Deputy Director, Security as per recruitment rules.

The post holder must be a graduate in relevant subject from a recognised University with training and at least 5 years experience in security management. This post may be filled by a suitable person on deputation either from the Department of Police or Ansars or by a retired army officer.

DUTIES & RESPONSIBILITIES:

Duties of the Deputy Director relating to this position are detailed below:

1. Responsible for managing security arrangement of Sarak Bhaban including different important RHD offices and all KPI's and other vital installations of RHD (bridges, ferries, workshops, stockyards etc) in all zones/wings of RHD.

2. He will assist the Superintending Engineer (RHD), A&E, Ex official Chief Security Officer in respect of the organization, operation and administration of KPI's and other installations for security.

3. Assess the requirement for funds and prepare a budget for RHD Security for incorporation in the Annual budget.

4. Prepare and maintain up to date list of key-point installations (KPI) and communicate to SE-Administration & Establishment Circle and the ACE, of the concerned zone in a sealed and confidential cover to ensure proper secrecy. Each zonal list will contain only the list of KPI for that particular zone.

5. Inspect zonal security offices at least once each year and give a written report to the SE Administration & Establishment Circle and the ACE of the respective zones.

7. Issue orders for transfer of Security Supervisors, Head guards/Security guards etc.

8. Arrange training of RHD security personnel in conjunction with RHDT.

9. Arrange training of guards in the Ansar Camp every year for their placement in RHD installations.

10. Develop policies and strategies for future used of RHD.

11. Supervise whether the instructions to the field security officers in respect of administration and operations on security measures are being carried out and the rectification and improvements for any lapses are attended duly and in time.

12. Maintain proper co-ordination between the Headquarter and the field security offices as well as with the Govt. survey team for K.P.Is.

13. He will submit the ACR of Assistant Director, Security, C.S.O
PERSONNEL SPECIFICATIONS:

The post holder must meet the general requirements of Assistant Director as per recruitment rules.

The post holder must be a graduate in relevant subject from a recognised University with training for least 3 years experience in security management and civil defence. This post may be filled by a suitable person on deputation either from the Department of Police or Ansars or by a retired army officer on extra ordinary circumstances.

DUTIES & RESPONSIBILITIES:

Duties of the Assistant Director relating to this position are detailed below:

1. Make detailing of overall security arrangement of important RHD offices, all the K.P.I’s and other vital installations of RHD (bridges, ferries, workshops, stock-yards etc) in all zones/wings of RHD.

2. Collate and submit information on the activities of the potential saboteurs and other undesirable elements making plans and preparation to cause damage, destruction and loss to K.P.Is and other installations including pilferage of stores and RHD properties.

3. Maintain close contact with the law-enforcing agency, arrange deployment of force whenever situation arises and lodge F.I.R with the police stations as and when required in order to secure and protect govt. properties/personnel.


5. Perform duties as a Drawing and Disbursing officer for the establishment of security.

6. Assist in developing policies and strategies for future security needs in RHD

7. Provide routine training and also special training in conjunction with RHD training centre to the security officers and guards and deliver frequent briefings on security measures.

8. Assist in assessing the requirement for funds to take measures for efficient execution and running of security affairs and prepare an annual budget for RHD Security for incorporation in the RHD budget.

9. Assist in preparing up to date information of the K.P.Is and vital installations.

10. Inspect zonal security offices, K.P.I’s and vital plant locations at least once in each year and give a written report to the SE-Administration & Establishment Circle and the ACE of the zone.
11. Evaluate and maintain confidential performance records of all Senior Security Officers/Security Officers and submits the ACR to the Deputy Director.


13. Review and examine information on disloyal activities, reported security lapses and reinforcement measures against insurrection/riot etc and recommend his views along with the proposal for action to be taken.

PERSONNEL SPECIFICATIONS:

The post holder must meet the general requirements of Senior Security Officer/Security Officer as per recruitment rules.

The post holder shall be a graduate in relevant subject from a recognised University with training for least 2 years experience in security management and civil defence.

DUTIES & RESPONSIBILITIES:

Duties of Sr. Security Officer and Security Officer relating to this position are detailed below. The Sr. Security officers/Security officers will be attached to each of the zonal offices of RHD.

1. Supervise the duties and activities of the security guards/staffs engaged in guarding the K.P.Is, ferries, workshops, stockyards, stores, important offices etc within the zones and to ensure that the duties are performed by them efficiently and most effectively.

2. Prepare roster for duties as well as change of place of duties of the guards/head guards/security supervisors and Asst. Security Officers and ensure attendance at the place of duty in time.

3. Collect information about the apprehension of damages of govt. properties by the miscreants, demonstrations, interruption of normal functions of office and to inform the concerned officers about the impending danger and to take appropriate preventive measures.

4. Enquire about the complaints lodged against the security staff and submit reports to the higher authorities.

5. Perform protocol duties as and when instructed.

6. Assist EE of the field divisions while carrying out eviction of unauthorised encroaches from the right of way.

7. Provide local training of security guards in the zones about jobs, duties, protective /preventive measures, behaviour with public particularly at ferry-ghats and to select suitable guards for under taking Ansar training

8. Perform the duties as a Drawing & Disbursing Officer for the establishment in the Zone. Ensure updated keeping of service-books of all security staff of the zone.

9. Write reports of daily activities and irregularities, theft, presence of unauthorised persons, or unusual occurrences under his jurisdiction in the zone.
10. Assist in the enquiry by the Deputy Director and Assistant Director - security.

11. He will submit the ACR of the non-gazzeted staff to the Asst. Director.
OFFICER UNDER THE DIVISION:

1. Law Officer 1 No.

PERSONNEL SPECIFICATIONS:

The post holder must meet the general requirements of an officer of the rank of Executive Engineer as specified in the RHD Management Manual and as per recruitment rules.

The candidate shall hold a degree (graduate) in Law. He should have minimum 4 (four) years experience as Law Officer in RHD. He should also periodically undertake professional training on related legal matters.

DUTIES & RESPONSIBILITIES:

In addition to the general responsibilities of the post of an Executive Engineer, as specified in the RHD Management Manual, the specific duties relating to this position are detailed below:

1. Provide legal representation for the department (RHD) in the Law Courts i.e. to participate in legal cases involving RHD in Law Courts, monitor progress of the ongoing litigation cases and prepare monthly progress reports.

2. Prepare legal affair documents relating to land acquisition, employees’ service and contract and other legal documents as required by RHD.

3. Advice the Field offices in legal matters particularly in respect of Land Acquisition cases.

4. Prepare instructions/notices & circulars explaining changes to legal issues that affect RHD.

5. Develop, maintain and update a database on legal clauses, litigation, and judgements etc. that are relevant to the Department.

6. Arrange training of junior officers/AEs in legal matters, which are most relevant to RHD on a regular basis at the RHD Training Centre.

7. To provide expert opinion to the authorities for settlement of legal claims put forward by the officers and employees.

8. To act as a defending lawyer on behalf of RHD at time of arbitration.

9. To assist SE-Administration & Establishment Circle and ACE-Management Services Wing in all legal matters.
PERSONNEL SPECIFICATIONS:

The post holder must meet the general requirements of an officer of the rank of Sub-divisional Engineer as specified in the RHD Management Manual and as per recruitment rules.

The candidate shall have a degree (graduate) in law. He should have minimum 4 (four) years experience as Assistant Engineer or minimum 12 (twelve) years experience as Sub-Assistant Engineer in RHD. He should also periodically undertake professional training on related legal matters.

DUTIES & RESPONSIBILITIES:

In addition to the general responsibilities of the post of a Sub-divisional Engineer, as specified in the RHD Management Manual, the specific duties relating to this position are detailed below:

1. Prepare para-wise reply for the respondents to the cases filed against the Government where RHD’s interest is involved as assigned and arrange sending replies to the concerned State Law Office and Government Lawyers.

2. Conduct cases filed by and against the Government where Roads and Highways Department’s interest is involve with close co-operation with the State Law Office and Govt. lawyers.

3. File appeal cases in the higher courts in due time.

4. Prepare drafts on all legal matters for the Chief Engineer and Executive Law Officer.

5. Liaise with the MOC and the MOL & PA on be half of RHD on all legal issues as assigned.

6. Swear affidavit in writ and civil cases on behalf of RHD.

7. Prepare draft for all regal documents, notices, circulars etc relating to legal issues.

8. Assist Exe. Law Officer in the following issues:
   
   (i) Develop, maintain and update a database on judgements, litigation, legal clauses etc
   
   (ii) Training of officers in legal matters.
   
   (iii) Legal matter of Field offices particularly in land acquisition cases and Highway Act.
   
   (iv) In arbitration matters.
DIVISION UNDER THIS CIRCLE:

- Training

OFFICER UNDER THIS OFFICE:

1. Assistant Engineer 1 No.

PERSONNEL SPECIFICATIONS:

The post holder must meet the general requirements of a Superintending Engineer as specified in the RHD Management Manual and as per recruitment rules.

The post holder should preferably be a graduate in Civil Engineering. The position requires at least 3 years previous experience as EE in the field of HR, in the Management Wing of RHD. The post holder should have received formal training/undertaken higher studies in Human Resources Development and Training Practices. He should receive training in HRD related topics whilst serving in this post.

DUTIES AND RESPONSIBILITIES:

In addition to the general responsibilities of the post of Superintending Engineer, as specified in the RHD Management Manual, the specific duties relating to this position are detailed below:

1. Design the annual Training Needs Assessment (TNA) survey, implement the TNA and report on the results. This should be reported in December each year.

2. Decide what training will best fulfil the training needs identified in the TNA. Programme this training in the Annual Training Plan.

3. Develop the Training Plan and identify Resource Persons to conduct Training from RHD officers and staff and outside of RHD as required.

4. Produce the Annual Training Plan for the forthcoming financial year and obtain the necessary approvals.

5. Ensure procurement and management of all local training.

6. Procure and manage Overseas Training, evaluate the effect of the overseas training.
7. Ensure the provision of 2 days training to all class 3 and class 4 staff every 5 years. Encourage a minimum of 5 days training to all RHD class 1 and class 2 Officers each year. Ensure that the training provided to RHD personnel is appropriate to their role within RHD.

8. Evaluate the performance of the Trainers used by RHDTOC to ensure that they are competent. Ensure that evaluation of the delivered training takes place.

9. Ensure the provision of assistance for identified RHD trainers to improve their training skills.

10. Act as Member Secretary to the Committee for the Selection of Candidates for Overseas Training.

11. Develop RHDTOC into a National Centre of Excellence for training in the field of Highway Engineering.
PERSONNEL SPECIFICATIONS:

The post holder must meet the general requirements of an Assistant Engineer as specified in the RHD Management Manual and as per recruitment rules.

The candidate should have excellent English language capability and be proficient in using computers for word processing and spreadsheets. He should receive training in Human Resources Development and ‘Presentation & Training Skills’ during this posting and on how to update and use the RHD Training Database.

DUTIES AND RESPONSIBILITIES:

In addition to general responsibilities of the post of Assistant Engineer, as specified in the RHD Management Manual, the specific duties relating to this position are detailed below:

1. Assist the SE in checking estimates for RHDTCC.
2. Prepare questionnaires and undertake interviews as part of Training Needs Assessment.
3. Assist the SE in the checking of the Annual Training Programme.
4. Consult RHD personnel database for suitable training participants and produce proposed list of participants for training when requested by the SE.
5. Act as Training Facilitator on internal Training Courses for Work Assistants and Sub Assistant Engineers where requested by the SE.
6. Attend external training courses organised on behalf of RHDTCC where instructed and give feedback on the course to SE.
OFFICERS UNDER THE DIVISION:

1. Sub-Divisional Engineer  2 No.
2. Assistant Engineer  3 No.
3. Sub-Assistant Engineer   1 No.

PERSONNEL SPECIFICATIONS:

The post holder must meet the general requirements of an Executive Engineer as specified in the RHD Management Manual and as per recruitment rules.

The candidate for this post should preferably be a graduate in Engineering. He should have received training/undertaken higher studies in training management from a recognised institute. He should have previously worked for 2 years in the Management Services Wing. He should continue to receive Human Resources Training during the posting.

DUTIES & RESPONSIBILITIES:

In addition to the general responsibilities of the post of Executive Engineer, as specified in the RHD Management Manual the specific duties relating to this position are detailed below:

1. Maintain a record of skill profiles for all RHD posts.
2. Organise the Annual Training Needs Assessment (TNA) Surveys to determine RHD training requirements. Report to SE by December each year.
3. Prepare the draft Annual Training Programme for the RHD Training Centre by January of each year, including the estimated budget required for the next financial year.
4. Manage the local component of the Annual Training Programme.
5. Recommendation of Candidates for local training course. To obtain approval as set out in the Training Policy.
6. Management of individual training courses including course design, courses logistics and course administration and financing. Recruitment of trainers to undertake programme.
7. Prepare an Evaluation Report for all Local Training events.
8. Responsible for the co-ordination and management of the Annual Overseas Training Programme conducted by RHD Training Centre.

9. Maintenance of Training Database.

10. Management of RHD Training Centre buildings, dormitory block and equipment.
PERSONNEL SPECIFICATIONS:
The post holder must meet the general requirements of a Sub-Divisional Engineer as specified in the RHD Management Manual and as per recruitment.

The post holder should preferably be a graduate in Engineering. He should receive training in Human Resources Development during the posting.

DUTIES & RESPONSIBILITIES:
In addition to the general responsibilities of the post of Sub-Divisional Engineer, as specified in the RHD Management Manual, the specific duties relating to this position are detailed below:

1. Make a draft programme of overseas training.
2. Observe training courses at RHD Training Centre.
3. Evaluate the performance of trainers used by RHDT to ensure that they are competent.
4. Analyse training evaluation forms and prepare an Evaluation Report for all local training events.
5. Ensure the provision of assistance for identified trainers to improve their training skills.
6. Arrange the local component of the Annual Training Programme.
7. Report to EE for all specific duties on a regular basis.
PERSONNEL SPECIFICATIONS:

The post holder must meet the general requirements of an Assistant Engineer as specified in the RHD Management Manual and as per recruitment rules. He should receive training in Human Resources Development during this posting.

DUTIES & RESPONSIBILITIES:

In addition to the general responsibilities of the post of Assistant Engineer, as specified in the RHD Management Manual, the specific duties relating to this position are detailed below:

1. Collect training evaluation reports and overseas course reports.
2. Enter data on training courses into training database.
3. Consult RHD personnel database to identified training participants.
4. Produce long-list of participants for local training.
7. Assistant Engineer in the preparation of training & assessment report and arranging Training Programme.
8. Report to SDE/EE for all specific duties on a regular basis.
PERSONNEL SPECIFICATIONS:

The post holder must meet the general requirements of a Sub Assistant Engineer as specified in the RHD Management Manual and as per recruitment rules.

The candidate should be proficient in written and spoken English. Computer related Training, in particular training on the use of RHD Training Database and Human Resources Development issue should also be provided.

DUTIES AND RESPONSIBILITIES:

In addition to general responsibilities of the post of Assistant Engineer, as specified in the RHD Management Manual, the specific duties relating to this position are detailed below:

1. Assist the SDE in procuring training materials for RHDT/C.

2. Assist the SDE in ensuring that copies of training manuals and handouts are distributed in advance of courses.

3. Supervise cleaning operations of the RHDT/C buildings and grounds.

4. Collect training evaluation reports and overseas course reports and ensure these are stored on the RHD Training database.

5. Attend external training courses organised on behalf of RHDT/C where instructed and give feedback on the course to SDE.

6. Enter data on training courses into RHD Training Database.

7. Assist the Senior Assistant Director in supervising remedial or maintenance work at the RHDT/C.

8. Prepare the Measurement Book for any works being undertaken for RHDT/C.

9. Report to SDE/EE for all specific duties on a regular basis.
OFFICERS UNDER THE OFFICE:

1. Accounts Officer Financial Reporting  1No.
2. Accounts Officer Budget  1No.
3. Accounts Officer Audit  1No.

PERSONNEL SPECIFICATIONS:

The post holder will be appointed on deputation by the Comptroller and Auditor General of Bangladesh. He must meet the general requirements needed to become Director (Audit & Accounts) in RHD and the criteria for such appointment will be decided by the parent department of the officer. His position and the rank will be equivalent to SE of the RHD officers.

The post holder must hold a first and/or masters degree in an appropriate financial discipline from a recognised University. He must have proven experience of serving in Government Audit and Accounts Office or any other Government Department. The position requires formal training in public sector financial management from a recognised institution. The post holder should have a minimum 8-10 years of experience in managing the Finance and Accounts of a large Government Organisation or Corporate body.

DUTIES AND RESPONSIBILITIES:

The specific duties relating to this position are detailed below:

1. Co-ordinate the preparation of Annual Development Programmes (ADP) of the Department.
5. Respond to queries from the Government and/or Audit on inspection reports, audit notes and other matters.
6. Processing of claims for the return of contractors’ fixed deposits registered at the Chief Engineer Level.
7. Review Suspense Accounts, Control Accounts and miscellaneous accounts.
8. Review awards of arbitration relating to contractual obligations.
10. Periodically inspect circles, divisions and sub-divisions to ensure that the accounting processes being followed are in compliance with the accepted Rules & Procedure.

11. Finalise Departmental Revenue & Development budgets and distribute final budget allocations to HQ and field offices.

12. Inspect field divisional and sub-divisional offices under special instructions in co-ordination with the Enquiry Division.


15. Monitor Revenue & Development expenditure & receipt of the Department on a monthly basis and prepare report for submission to the Chief Engineer for necessary action.

16. Managing preparation of periodic reports comparing budgeted costs to actual costs for submission to the management for decision-making.

17. Provide guidance and expert advice to the Management on Finance and Accounts related matters.
PERSONNEL SPECIFICATIONS:

The post holder will be appointed on deputation by the Comptroller and Auditor General of Bangladesh. He must hold a first and/or masters degree in an appropriate financial discipline from a recognised University. The post holder must have proven experience of serving in Government Audit and Accounts Office or any other Government Department. The position requires formal training on public sector financial management from a recognised institution. The post holder should have a minimum 5 years of experience of working in the Finance and Accounts of a large Government Organisation or Corporate body and should be Class-I gazetted officer.

DUTIES AND RESPONSIBILITIES:

The specific duties relating to this position are detailed below:

1. Preparation of monthly-consolidated returns of receipts and disbursements.
2. Preparation of annual accounts returns.
3. Assist the Director in reviewing Suspense Accounts, Control Accounts and miscellaneous accounts.
4. Ensure timely preparation of summaries of the monthly account of receipts and disbursements.
5. Periodically inspect circles, divisions and sub-divisions to ensure that the accounting processes being followed are in compliance with the accepted Rules & Procedure and conducting internal audit.
6. Checking Departmental Revenue & Development budgets and distribute final budget allocations to HQ and field offices.
7. Inspect field divisional and sub-divisional offices under special instructions in co-ordination with the Enquiry Division.
8. Assist in the development of computerised systems for departmental budgeting and accounting.
9. Responsible for internal Audit of Divisions and Sub-divisions.
10. Any other appropriate duties as directed by the 'Director of Audit & Accounts'.
PERSONNEL SPECIFICATIONS:

The post holder will be appointed on deputation by the Comptroller and Auditor General of Bangladesh. He must hold a first and/or masters degree in an appropriate financial discipline from a recognised University. The post holder must have proven experience of serving in Government Audit and Accounts Office or any other Government Department. The position requires formal training on public sector financial management from a recognised institution. The post holder should have a minimum of 5 years of experience of working in the Finance and Accounts of a large Government Organisation or Corporate body and should be Class-I gazetted officer.

DUTIES AND RESPONSIBILITIES:

The specific duties relating to this position are detailed below:

1. Preparation of the Annual Department Programmes (ADP) of the Department.


3. Assist the Director in finalising Departmental Revenue & Development budgets and in the distribution of final budget allocations to HQ and field offices.

4. Assist in the development of computerised systems for departmental budgeting and accounting purposes.

5. Periodically inspect circles, divisions and sub-divisions to ensure that the accounting processes being followed are in compliance with the accepted Rules & Procedure and conducting internal audit.

6. Inspect field divisional and sub-divisional offices under special instructions in co-ordination with the Enquiry Division.

7. Review budgets periodically and compare the budget with actual performance to analyse trends affecting budget needs.

8. Responsible for internal Audit of Divisions and Sub-divisions.

9. Any other appropriate duties as directed by the 'Director of Audit & Accounts'.
PERSONNEL SPECIFICATIONS:
The post holder will be appointed on deputation by the Comptroller and Auditor General of Bangladesh. He must hold a first and/or masters degree in an appropriate financial discipline from a recognised University. The post holder must have proven experience of serving in Government Audit and Accounts Office or any other Government Departments. The position requires formal training on public sector financial management from a recognised institution. The post holder should have a minimum of 5 years of experience of working in the Finance and Accounts of a large Governmental Organisation or Corporate body and should be Class-I gazetted officer.

DUTIES AND RESPONSIBILITIES:
The specific duties relating to this position are detailed below:

1. Examine replies to queries from the Government and/or Audit on inspection reports, audit notes and other matters.

2. Process claims for the return of contractors’ fixed deposits registered at the Chief Engineer Level.

3. Examine Suspense Accounts, Control Accounts and miscellaneous accounts.

4. Examine awards of arbitration relating to contractual obligations.

5. Periodically inspect circles, divisions and sub-divisions to ensure that the accounting processes being followed are in compliance with the accepted Rules & Procedure and conducting internal audit.

6. Inspect divisional and sub divisional offices under special instructions in co-ordination with the Enquiry Division.

7. Assist in the development of computerised systems for departmental budgeting and accounting purposes.

8. Responsible for internal Audit of Divisions and Sub-divisions.

9. Any other appropriate duties as directed by the ‘Director of Audit & Accounts’.
OPERATIONAL PROCEDURES

INTRODUCTION

The Operational Procedures have been developed with the RHD officers and generally represent current practice and existing processes with some adjustment where new initiatives have an impact. They should be seen as a useful aid both for existing staff, but particularly for new staff entering the Circle for the first time. The procedures should be reviewed and updated as the Circle develops in the future. Any suggestions for improvement should be communicated to the Management Plan Implementation Team for the Management Services Wing.

These Operational Procedures describes the key responsibilities to carry out operations of the circles/wings/zones. The Executive Engineers of each division are therefore a pivot for the procedures. However within each division the Executive Engineer will be assisted by the Sub-Divisional Engineers, Assistant Engineers, Sub-Assistant Engineers and other officers and staff under him depending on the situations and requirements, although their involvement in many of the procedures has not been explicitly stated in the “Responsibilities” para of each procedure. Many of these operational procedures also cut across the circles and divisions and require cooperation between different parts of RHD. The Operational Procedures contained in this section are as overleaf.

This is not a full list of procedures, but could be considered as a handbook to help guide key tasks and functions within the RHD. The procedures reference the main standards, guidelines, manuals, directives and Government/RHD rules and regulations that should be followed to enable RHD to achieve its main outputs and goals. It is expected that these procedures will be changed, refined and further OPs will be developed and evolve with the passage of time.
### Management Services Wing - Operational Procedures

#### MIS & Estates Circle
- **OP/ME/1.1** Development and Review ICT Guidelines
- **OP/ME/1.2** Preparation Annual MIS Plan and Budget
- **OP/ME/1.3** Procurement, Storage & Installation
- **OP/ME/1.4** Operation of Help Desk & Equipment Database

#### Hardware & Network
- **OP/ME/2.1** Data Storage & Network Security
- **OP/ME/2.2** Network and Communications Systems

#### Software Development
- **OP/ME/3.1** Develop, Design and Upgrade Software & Databases
- **OP/ME/3.2** Management of RHD Website and MIS
- **OP/ME/3.3** Management and Development of RHD Databases

#### Library & Records
- **OP/ME/4.1** Control of RHD Documents

#### Estates Division
- **OP/ME/5.1** Management of RHD Estate
- **OP/ME/5.2** Maintenance of LA Plans, Maps & Records
- **OP/ME/5.3** Eviction from RHD land

#### Land Records & Acquisition Division
- **OP/ME/6.1** Land Acquisition

#### Administration & Establishment Circle
- **OP/AE/1.1** Human Resources Development Policy
- **OP/AE/1.2** Production of Annual Manpower Forecast

#### Administration & Establishment Division
- **OP/AE/2.1** Maintenance of the Personnel & Organisation Databases
- **OP/AE/2.2** Staff Requirement Assessment
- **OP/AE/2.3** Appointment and Promotion of Staff
- **OP/AE/2.4** Retention of Staff
- **OP/AE/2.5** Retrenchment of Staff
- **OP/AE/2.6** Transfer and Posting of RHD Officers

#### Enquiry Division
- **OP/AE/3.1** Maintenance of Disciplinary Register
- **OP/AE/3.2** Establishing Enquiry Officer/Board of Enquiry
- **OP/AE/3.3** Processing of Enquiry & Enquiry Reports
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1 PURPOSE AND SCOPE

This procedure covers the development of an Information and Communication Technology Guideline for RHD, and its half-yearly review.

The purpose of this is to ensure the RHD develops and maintains an up-to-date internal guideline setting the strategy, plan and specific technical standards for use of ICT within the frames of the National and/or MoC ICT Policy.

2 DEFINITIONS

An ICT Guideline contains the following chapters:

- Strategy setting frame and focus, anticipating need for changes
- Long Term and Short Term Objectives
- Activity Plan
- Training Needs Assessment
- Hardware Standards
- Network and Security Standards
- Software Standards

3 RESPONSIBILITIES

The Superintending Engineer - MIS has overall responsibility for ensuring adequate, trained personnel and logistic resources are available for preparing ICT guidelines. Additionally, he has overall responsibility for obtaining support throughout RHD to ensure these guidelines are complied with. He will organise and chair the half-yearly ICT Guideline Review Seminar.

The System Analyst - has responsibility to produce the latest versions of the National and/or MoC ICT policies for the seminar. He has the responsibility to keep himself up-to-date on market standards on software, and Internet systems. He shall produce the relevant reports, data and key figures concerning the status and performance of RHD’s software web-based systems.

The Executive Computer Maintenance Engineer - has the responsibility to keep himself up-to-date on market standards on hardware and network systems. He shall produce the relevant reports, data and key figures concerning the status and performance of RHD’s hardware and network systems.

The half-yearly ICT Guideline Review Seminar shall normally be attended by the Superintending Engineer MIS & Estates, the System Analyst, the Executive Hardware Engineer, all programmers and all maintenance engineers.
4 METHOD

All of the MIS Procedures are linked to the ICT guidelines, as shown in flowchart 1 attached.

4.1 REPORT CURRENT IT NEEDS

The ICT guidelines for RHD need to be developed by first considering market standards in the IT industry and the views of stakeholder (RHD officers and staff). This will allow MIS Circle to report the latest developments of software, hardware and network systems that could be used to maintain and develop RHD’s IT systems.

The ICT guidelines also need to respond to the current usage of IT within RHD. Key usage figures include those from MIS and the servers (e.g. no. of computers in RHD accessing the network, number of "hits" on RHD intranet and website each month). Information from the IT help desk on recent problems and issues will also be consulted. RHD, personnel, and training database contents and RHD and MoC instructions may also highlight particular needs.

4.2 ICT REVIEW SEMINAR

These status reports will be defined and reviewed for a half-yearly ICT guidelines review seminar. This will involve SE, MIS, the System Analyst, Executive Computer Maintenance Engineer, together with programmers and maintenance engineers. This review (see detail below) will develop a strategy plan for ICT in RHD, together with long and short-term targets, leading to an ICT Action Plan.

4.3 DEFINE AND DEVELOP GUIDELINES

ICT guidelines will be developed and reviewed, including three key areas as follows:

a) Hardware standards and minimum requirements.

The Executive Computer Maintenance Engineer will develop minimum standards, both for new hardware and upgrades, particularly the specification for computer processor, RAM and the level of computerisation in RHD (e.g. no. of computer/circle).

b) Network and Security Standards.

The Executive Computer Maintenance Engineer will formalise the way in which the RHD network is controlled. This will include frequency of update and levels of network backup and anti-virus control (together with emergency virus destruction and data recovery procedure), regular server management, day-to-day management of computers and guidelines for users (e.g. for file storage, email use).
c) Software Standards and minimum requirements.

The System Analyst will keep aware of software updates and languages to ensure the RHD is using appropriate software in offices in Sarak Bhaban and in the Zones, including platforms for database programming.

5 REFERENCES

Latest RHD ICT Guideline (MIS Circle).

6 PROCEDURE FLOWCHART

Two Flowcharts are included in this procedure.

- Overall flowchart showing overview of all MIS procedures and how they link together.
- Flowchart showing the methodology for producing ICT guidelines.
Flowchart 1 - Overview of MIS Procedures

Develop and review ICT guidelines
OP/ME/1.1

Prepare Annual MIS Plan and Budget
OP/ME/1.2

Manage & maintain databases
OP/ME/3.3

Management of RHD web-site and MIS
OP/ME/3.2

Develop, design and upgrade software and databases
OP/ME/3.1

Operation of Help Desk & Equipment Database
OP/ME/1.4

Control of RHD Documents
OP/ME/4.1

Network and communication systems administration and maintenance
OP/ME/2.2

Procurement, storage and installation
OP/ME/1.3

Maintain, upgrade and dispose of IT Hardware
OP/ME/2.1

Maintenance of Document Database
OP/ME/4.2
Flowchart 2: Develop & Review ICT Guidelines

Start
Half-yearly ICT Guideline Review Seminar

Report development of software, hardware and network systems in international and local markets

Report use of RHD MIS equipment and manpower status. Identify previous situation, present status, view on the future.

Government ICT Policy

Define/review ICT Strategy. Prepare plan with long-term and short-term targets

Identify Training Requirements for:
* MIS Personnel
* General MIS users

Prepare annual plan & budget (see OP/ME/1.2)

Define/Review Standards

Hardware standards/minimum requirements
* Processor
* RAM
* Computerisation (Executive Computer Maintenance Engineer)

Network/Security standards
* Anti-virus & Backup
* Server management
* User management
* Email guidelines
* Communications (Executive Computer Maintenance Engineer)

Software standards/minimum requirements
* Web programming languages
* Database programming languages
* Operating system
* Office & field software (System Analyst)

Manage RHD IT same hardware (see OP/ME/2.1)

Manage RHD network (see OP/ME/2.2)

Manage website/MIS (see OP/ME/3.2) and software/databases (see OP/ME/3.1)

End

* Market standards of ICT systems and services
* ICT stakeholder reports

* Server reports
* MIS Key figures
* RHD & MoC instructions
* Help Desk & Computer DB
* RHD personnel Training and Document Databases

RHD ICT Action Plan (SE MIS)

Government ICT Policy

Define/Review Standards

Hardware standards/minimum requirements
* Processor
* RAM
* Computerisation (Executive Computer Maintenance Engineer)

Network/Security standards
* Anti-virus & Backup
* Server management
* User management
* Email guidelines
* Communications (Executive Computer Maintenance Engineer)

Software standards/minimum requirements
* Web programming languages
* Database programming languages
* Operating system
* Office & field software (System Analyst)

Manage RHD IT same hardware (see OP/ME/2.1)

Manage RHD network (see OP/ME/2.2)

Manage website/MIS (see OP/ME/3.2) and software/databases (see OP/ME/3.1)

End
1 PURPOSE AND SCOPE

This procedure covers preparation of the Annual Plan and Annual Budget for MIS in RHD. The purpose of this is to ensure an annual plan and annual budget for the MIS activities in RHD is prepared, based on the reviewed ICT Guideline and the user and system requirements.

2 DEFINITIONS

The Annual Plan and Budget will specify the priority areas for network, hardware, software and library upgrade requirements and cost estimates for procurement.

3 RESPONSIBILITIES

The Superintending Engineer - has overall responsibility for ensuring adequate, trained personnel and logistic resources are available for preparing the MIS Annual Plan and Budget. Additionally, he has overall responsibility for obtaining support throughout the RHD to ensure the plan and budget is complied with. He will submit the Annual Plan and Budget to the chief Engineer through the ACE-Management Services Wing.

The System Analyst - has responsibility to summarise user requests for software, web-based systems and library services. He will summarise the software upgrade requirements in RHD and opportunities for RHD to use software systems available in the market. He will also prepare a library status report and subscription list.

The Executive Computer Maintenance Engineer - has the responsibility to summarise user requests for hardware and network systems. He will summarise the hardware and network upgrade requirements in RHD and the opportunities for RHD with hardware and network systems available in the market.

4 METHOD

The Annual plan and budget for MIS should be based as a review of the current situation, in particular:

- What current computers installed (and used) compared to agreed Circle Operational Plans and Zonal Operational development (plans).
- What current feedback on hardware and software development, ICT guidelines and standards including from the MIS help desk (needs).
- What recent software and hardware requests and upgrade requirements (requests).
• What available budget from RHD and from Foreign Aided Projects.

This will result in a plan describing procurement (new and upgrades) & programming of hardware, software and system required. This should be prioritised based on plans, needs and requests within available budget.

5 REFERENCES – None.

6 PROCEDURE FLOWCHART

The procedure flowchart for this procedure is detailed in the next page.
Start

* RHD ICT Guidelines
* Help Desk Database
* Software development feedback
* Hardware development feedback

Review current situation against one year target:
* Network and field connections
* Hardware systems
* Software and Web-based systems
* Library collection and subscriptions.

Review internal resources, skills and capacity. Identify activities and resource gap. Agree activities to be outsourced.

* User Hardware Requests
* Hardware and Network upgrade requirements
* New hardware opportunities

Description and quantity of Hardware
Upgrades and Programming required

Description and quantity of Software
Procurements and Programming required

Description and quantity of Library
Procurements and Subscriptions required

Identify priority areas of network, hardware, software and library upgrades and procurement. Prepare cost estimates for equipment, software, activities and personnel.

* User Software Requests
* Software upgrade requirements
* New software opportunities

* RHD ICT Guidelines
* Help Desk Database
* Software development feedback
* Hardware development feedback

Description and quantity of Communication and
Network Procurement and Upgrades required

MIS Annual Plan and Budget

No

Budget approved?

Yes

End

* Library User Requests
* Subscription list
* Document Database and library status report

Yes

Identify priority areas of network, hardware, software and library upgrades and procurement. Prepare cost estimates for equipment, software, activities and personnel.

MIS Annual Plan and Budget
1 PURPOSE AND SCOPE

This procedure covers the procurement and installation of hardware, software and services, and the storage of hardware and software in RHD.

The purpose of this procedure to ensure that goods services procured are specified, received, tested, stored and installed in a controlled manner to secure good performance and required functionality.

2 DEFINITIONS - None.

3 RESPONSIBILITY

The Superintending Engineer - has overall responsibility for ensuring adequate, trained personnel and logistic resources are available for effective procurement, storage and installation of MIS in RHD. This should be implemented in accordance with ICT guidelines (OP/ME/1.1) and the MIS annual plan and budget (OP/ME/1.2).

The System Analyst - shall stay up-to-date on market rates and software system developments. He shall specify software and/or services to be purchased, issue tender notices and evaluate suppliers as per RHD regulations. He shall ensure that his team conduct proper checks/tests of delivered software and/or services and proper and timely action is taken to complete warranty claims.

The Executive Computer Maintenance Engineer - shall stay up-to-date on market rates and hardware and network system developments. He shall specify goods and/or services to be purchased, issue tender notices and evaluate suppliers as per RHD regulations. He shall ensure that his team conduct proper checks/tests of delivered goods and/or services and proper and timely action is taken to complete warranty claims.

All personnel - have a responsibility to carry out work in accordance with the requirements defined in this procedure, to ensure MIS in RHD is utilised effectively.

4 METHOD

All equipments, goods and services procured by the MIS team, whether hardware, software, network/communications equipment or systems, or services follow this same methodology as follows:
4.1 **SPECIFICATIONS AND PROCUREMENT**

Specifications for MIS procurement should be in accordance with the ICT guidelines (see OP/ME/1.1) and within the annual MIS plan and budget (see OP/ME/1.2). The specification should clearly define and specify all requirements for the goods and/or services to be procured.

The tender notice and specifications are then issued and resulting bids evaluated. Different supplies should be evaluated considering their previous performance (if any). Prices should be checked against market rates for similar products and services. The evaluation should select based on value for money criteria.

4.2 **STORAGE AND INSTALLATION (GOODS) AND EQUIPMENT DATABASE UPDATED**

All hardware, systems and software should be purchased and delivery taken to ensure:

- Items are checked (and test run wherever possible) to ensure delivery is against both required procurement specifications, and any additional specifications supplied by the supplier (e.g. in the bid). If an item does not meet these specifications then replacement should be demanded.

- Equipment should be installed at site of use. If this is not immediately possible it should be stored in a cool, dry and secure storage room and then installed as soon as possible.

- Installation should ensure the user receives the equipments as per the specifications. The user should sign for this in the Tools & Plants account. The equipment should be test run and its usage demonstrated to the user. It is vital that all software and equipment installed is incorporated as intended and checked to ensure there is no conflict with other (existing) software and systems.

- The Equipment Database (see OP/ME/1.4) should be updated for all changes in software, hardware systems and other MIS equipment procured, relocated or disposed (often when equipment replaced with new) within RHD.

4.3 **MIS SERVICES**

Procurement of MIS services should follow a clear definition of what is required. This should include the services to be delivered, what time is available, what personnel input is expected and the required quality of work. Once a work order has been issued and response received a service agreement should be prepared. This will form the basis for the service to be undertaken.
4.4 TRAINING REQUIREMENTS

Procurement and installation of hardware, software and equipment is of no use unless this equipment is subsequently used effectively, in accordance with its specification. Requirement for computer training (particularly for new users) should be identified by MIS and provided by MIS and Training & HRD Circle at the appropriate time. This would normally be immediately before or following installation of new equipment/software. All training completed should be recorded in the training database.

4.5 WARRANTY CLAIMS

Some newly or recently installed equipment may fail or not be delivered in accordance with specifications. Also, repair, replacement or corrected services may be required later. This may be identified through user support services provided by the MIS circle or through the help desk facility (see OP/ME/1.4). All repair/replacement/corrective service or goods under the warranty period should be provided by the supplier without cost to the RHD.

5 REFERENCES - None.

6 PROCEDURE FLOWCHART

The procedure flowchart for this procedure is detailed in the next page.
RHD Operational Procedure – Management Services Wing
OP/ME/1.3 - Procurement, Storage and Installation

Start

Define and specify requirements for MIS procurement

Prepare specification and issue tender notice. Evaluate supplier considering previous performance and products quoted price (value for money)

Purchase and Take Delivery

Repair, replacement or corrected service

Hardware, Systems, Software etc.

Check and test run delivered items against required specifications. (Executive Computer Maintenance Eng/System Analyst)

Install equipment at site of use or store in dry, cool & secure storage room

Ensure user receives software/equipment without conflict to existing software/systems and signs for it. Test and demonstrate to user. (Relevant EE-MIS)

Identify and warranty claim (e.g. from fault notified to MIS help desk) (see OP/ME/1.4)

Contact supplier if goods/services fail warranty or are not delivered as PCP specifications

Update equipment database and document database

End

MIS & Estates Circle

Approved:

ICT Guidelines (see OP/ME/1.1) Annual MIS plan & Budget (see OP/ME/1.2)

Updates on market rates for products and services

Issue work order defining required services, time, personnel, quality (SE-MIS)

Prepare service agreements defining responsibility and level of service (SE-MIS)

Required service procured and delivered

Ensure user receives software/equipment without conflict to existing software/systems and signs for it. Test and demonstrate to user. (Relevant EE-MIS)
1 PURPOSE AND SCOPE

This procedure covers the operation of the Help Desk and the Equipment database.

The purpose of this procedure is to ensure that the help desk for computer users is established and operated in RHD in a controlled manner with an up-to-date equipment database. This will ensure a smooth service for the RHD’s MIS users and a complete register of all work and MIS assets is maintained.

2 DEFINITIONS

The Equipment Database - is a database containing information about all computer hardware, software and network equipment. The hardware and software is registered upon delivery, in and out of store, installation to user, repair, upgrade and disposed. The database is maintained by the Circle as well as the Software and Hardware Divisions.

3 RESPONSIBILITY

The Superintending Engineer - will ensure that this procedure is implemented consistent with MIS circle’s procurement procedure (ME/1.3), and the development, update and development of software (ME/3.1), hardware (ME/2.1) and network and communications systems (ME/2.2).

The System Analyst - is responsible for ensuring the equipment database is reviewed and updated daily (as required) to carry out assistance for reported problems that require specialist software and internet skills. S/he shall ensure the personnel in his/her division promptly respond to problems which falls under their responsibility.

The Executive Computer Maintenance Engineer - is responsible to ensure the equipment database is reviewed daily (as required) to carry out assistance for reported problems that require specialist hardware and/or network skills. S/he shall ensure the personnel in his/her division promptly respond to problems, which falls under their responsibility.

The Assistant Engineer - MIS & Estates Circle - is responsible for the day-to-day operation of the help desk. S/he shall ensure the help line is constantly manned in working hours, that problems reported by email or fax are reviewed daily, and all reported problems are logged in the equipment database. S/he is responsible for categorizing and identifying each problem, and to issue a job card. For jobs that require specialist skills, s/he shall mark the problem in the database with skills required.
All MIS personnel - have a responsibility to carry out work in accordance with this procedure: particularly when giving advice or solving problems reported, they have responsibility to update the database after the job is completed.

4 METHOD

4.1 HELP DESK ESTABLISHED AND MANAGED

The MIS circle should establish a help-desk to establish a single point of contact and one-stop-stop for responding to RHD computer complaints, problems and requests. This needs to be supported by clear communication lines for staff coordination in the MIS circle. The equipment database is an important tool for tracking faults improvements and the status of RHD MIS equipment.

- Some requests/faults received will require upgrade/new equipment or software. This should be received in accordance with ICT guidelines, and MIS plan and budget.

- Some requests/faults may, identify a need for user training. This should be co-ordinated with the Training & HRD circle.

- Most requests will require intervention by the MIS team. Depending on the problem, this may be resolved directly by the Assistant Engineer responsible for the help-desk or will need to be transferred to the relevant MIS division: software or hardware/network division.

4.2 PROBLEMS RESOLVED

The first step to resolving the problem is to decide if physical assistance is needed:

- If not then advise and on-line help should be given. If this does not resolve the problem then the problem should be transferred to the relevant MIS division to be sorted out.

- If physical assistance is needed this should be investigated. There are then three possibilities:
  i) If immediate fixing is possible but no spare parts are required the problem should be transferred to the relevant MIS division to go and fix the hardware/system/software as required.

  ii) If the problem can be fixed straight away but parts are required the user should be informed and parts procured and installed (see ME/1.3) by the relevant MIS division.

  iii) If the problem cannot be resolved straight away then the user should be informed and the relevant division should identify parts/replacement/repair required, receive approval as required and procure and install (see ME/1.3).
4.3 **UPDATE EQUIPMENT DATABASE AND MONITOR DAILY**

Whenever equipment has been repaired, had new parts, software update etc. or replaced the equipment database should be updated. This allows the latest situation of RHD MIS assets to be known and the status of MIS problems to be maintained on a daily basis. This will also allow regular or repeated problems with the same computer/equipment etc. to be identified.

5 **REFERENCES**

Equipment Database User Manual (to be developed).

6 **PROCEDURE FLOWCHART**

The procedure flowchart for this procedure is detailed in the next page.
RHD Operational Procedure – Management Services Wing

OP/ME/1.4 - Operation of Help Desk and Equipment Database

Start

Establish help desk and equipment database, communication lines for staff coordination in MIS circle.

Receive and log complaints/requests/problems. Update equipment database.

categorise and identify service and skills required and print job card

Hardware/software/system problem/request received from RHD user

Procurement, storage & installation (OP/ME/1.3). Maintain, update and develop software (OP/ME/3.1), hardware (OP/ME/2.1) and network/communication systems (OP/ME/2.2)

MIS & Estates Circle Approved:

Problems & Complaints

Review and respond in accordance with ICT guidelines, plan & budget (SE-MIS)

See OP/ME/1.1 and OP/ME/1.2

End

Yes

Investigate problem is immediate fixing possible?

No

Is Physical assistance needed?

Yes

Give advice and on-line help

No

Is problem resolved?

Yes

Transfer to relevant MIS division who go and solve problem (see OP/ME/1.3 if external services are required)

No

Inform user and transfer to relevant MIS division to identify parts/replacement/repair request & then procure & install (see OP/ME/1.3)

Update equipment database

Daily monitoring identifies unresolved problems

End
1 PURPOSE AND SCOPE

This procedure covers the issues of Data Storage and Maintenance of Network Security.

The purpose of this procedure is to ensure that all data kept on network servers are properly backed-up and kept safe, that the operation of the network servers is monitored and optimised, and that proper network security is maintained.

2 DEFINITIONS

Server/Network Server - is a computer or device on a network that manages network resources, e.g. to store files, manage e-mail, manage printers or store data for databases.

Back-up power supplies - a second, parallel power supply which will instantly ensure uninterrupted operation should the main power supply fail.

Back-up of data - To copy files to a second medium (a disk or tape) as a precaution in case the first medium fails. One of the cardinal rules in using computers is "Back up your files regularly".

Virus - A program or piece of code that is loaded onto your computer without your knowledge and runs against your wishes. Most viruses can also replicate themselves. All computer viruses are manmade.

3 RESPONSIBILITIES

The Superintendent Engineer - has overall responsibility for ensuring that adequate, trained personnel and logistic resources are available for implementation of this procedure.

The Executive Computer Maintenance Engineer - is responsible for ensuring that operation and protection of the network servers confirm to this procedure.

The Computer Maintenance Engineer/Network Administrator - has the day to day responsibility for the operation and protection of the servers, and ensure that data stored are kept as per this procedure.

4 METHOD

1. Monitor server performance & data storage

2. If capacity is inadequate, discuss alternative arrangements with the user and if unsolved, request for new equipment or software (to procedure OP/ME/1.2).

3. Monitor the backup power supplies and report any drop in capacity. Maintain a service level agreement with the supplier to ensure optimum and reliable performance; and plan and implement replacement and/or expansion as per annual plan.
4. Be updated on virus threats, new develop and practices to maintain a secure network. Monitor all external entry point to the network and take timely and proper action to keep these protected (modems, mail server, browser server, floppy drives, USB ports through use of proper firewalls, anti virus software, restrictions to users for hardware/software accessories).

5. Monitor users and continuously update user access and accounts as per present postings & responsibilities. Ensure protection of access to data in servers and website. Work with RHDTC to ensure that new users get Network Certification training as soon as possible, and provide network access to these.

6. Keep server room clean, cool and dry and ensure strict protection of room, including no access to unauthorized personnel.

7. Backup all data on all servers on a daily basis. Ensure that all backup devices are functioning properly and that the storage mediums or clearly marked. The storage mediums shall be kept outside RHD on two separate locations and 4 days of backup shall be maintained before recycled.


5 REFERENCES

This procedure shall comply with procedures OP/ME/1.1, OP/ME/1.2, OP/ME/1.3 and OP/ME/1.4.

6 PROCEDURE FLOWCHART - None.
1 PURPOSE AND SCOPE

This procedure cover the operation and maintenance of computer networks, email system and telephone system.

The purpose of this procedure is to ensure that the operation and maintenance of network and communication systems are done in a systematic way and in accordance with other procedures of the circle.

2 DEFINITIONS

LAN - An in-house network connecting several computers, printers and/or other equipment, called a Local Area Network.

MAN - A network connecting computer equipment throughout a metropolitan area by the use of e.g. cables or Radio Link. This is called a Metropolitan Area Network.

PABX - An in-house telephone exchange connecting all telephone lines.

3 RESPONSIBILITIES

The Superintendent Engineer - has overall responsibility for ensuring that adequate, trained personnel and logistic resources are available for implementation of this procedure.

The Executive Computer Maintenance Engineer - is responsible for ensuring that operation and protection of the network servers confirm to this procedure.

The Computer Maintenance Engineer/Network Administrator - has the day to day responsibility for the operation and protection of the servers, and ensure that data stored are kept as per this procedure.

4 METHOD

1. Prepare and maintain inventory & map of existing computer and telephone network and its elements all over RHD including LANs, Radio Links, cables, switches, hubs and PABXes.

2. Collect information for all offices in the field and metropolitan areas about their computer equipment and availability of the external communications.

3. Maintain (master) plan for connection of all offices and the requirements of computer and telephone in and between each office.

4. Identify present traffic and predict traffic/bandwidth/network/communications to ensure good utilisation of the RHD MIS.
5. Identify minimum store keeping requirements of network/telephone spare parts, and seek to establish this for smooth operation of the LANs, MANs, Internet & Email access and telephone systems.

6. Maintain contract and service level agreement with an ISP for operation and maintenance of a high quality broadband connection adequate and suitable for:
   - exchange of Email for the whole of RHDT C
   - host the RHD/MoC website with satisfactory upload speed
   - browsing of Internet for the number of RHD officers targeted in the Annual Plan.

7. Plan, procure and maintain a PABX centrally with sufficient number of telephone lines and extensions in compliance with procedure OP/ME/1.3.

8. Procure, install and maintain computer and network equipment as per Annual Plan, OP/ME/1.2.

9. Monitor performance of the RHD LAN/MAN/Email/PABX and take required action to maintain a high service level.

10. Update the inventory for any changes to the system.

11. Ensure that all personnel involved are given adequate training and that they keep their skills update.

5 REFERENCES

This procedure shall comply with procedure OP/ME/1.1, OP/ME/2.1 and OP/ME/1.4.

6 PROCEDURE FLOWCHART - None.
1 PURPOSE AND SCOPE

This procedure covers the development, design and upgrade of software and databases.

The purpose of this procedure is to ensure that development, design and upgrade of software and databases is undertaken in a controlled manner within budgetary frames and with proper user participation, and support.

2 DEFINITIONS

Owning Office - is the RHD circle who have primary responsibility for collection, input and maintenance of data in database. This is usually the same circle who use the database most often to produce report, export information etc.

3 RESPONSIBILITIES

The Superintending Engineer - has overall responsibility for ensuring this procedure is implemented according to the ICT guidelines (OP/ME/1.1) and MIS plan and budget (OP/ME/1.2).

The System Analyst - shall ensure funds are available to cover the whole work plan before any programming is started. If the requirements exceed internal resources available, he shall ensure outsourcing of the task is done as per procedure OP/ME/1.3 (procurement, storage and installation). He shall ensure software developed is tested, that user manuals are prepared and that all final users are given adequate training to take over the charge of operating the software/database. This will require liaison with the HRD & Training Circle.

The Programmers - are responsible for ensuring that any software developed meets the user/client requirements and is within the frames of the RHD ICT Guideline and Annual Plan. They shall ensure that all software (developed and procured) is properly tested and that the users are capable of operating the software themselves by time of hand-over.

4 METHOD

4.1 DATABASE UPDATE

Different database are established and owned by different circles in the RHD. These will need to be updated and improved from time to time:

i) to improve output (revise or add queries and reports)
ii) to improve functionality (change database structure)

iii) to upgrade software (move database to a new software platform).

These improvements will generally come from requests from the database Owning Office (see OP/ME/3.3) except in the case of software upgrade, where the requirement would be initiated by MIS.

Database development should only proceed once a functional brief has been prepared (Owning Office), responding design proposal prepared (by MIS) and both agreed between the Owning Office and MIS circle and work plan and budgets available identified and approved.

Some of these databases (e.g. RMMS, BMMS, HDM, PMS) are very complex and have been developed in stages over a number of years. Upgrading and improvements to these will often require MIS to procure services (OP/ME/1.3) by an experienced consultant with knowledge both of database programming and its function (e.g. road maintenance management). Update of HDM will normally requires involvement of Birmingham University or consultants experienced in HDM software and approved by them.

Major Programming to improve a database [items (ii) and (iii)] should be undertaken with care. This should use a copy of the original database, with data transferred to it and tested once the changes are made. This is to ensure that:

a) database can still be used while programming is carried out to create new version.

b) database is not “lost” if changes are unsuccessful. For this reason most databases are created with two separate parts: so the database program can be improve without altering the database tables which hold the data.

Minor Programming [e.g. (i)] should still be conducted on a copy of the database in use, to avoid data/database loss.

The upgraded database version should only be installed to replace the existing database version once it has been tested (functional testing by MIS and acceptance testing by User) by both the MIS circle and the Owning Office.

4.2 SPECIAL REPORTS USING TEMPORARY QUERY

Often new information or new report formats for presenting information may be required. This is generally done by creating a temporary query.

Typically, creating such a query may require between half-an-hour and day of a programmer’s time. This will select and filter information from the database to be presented in a standard report or for export (e.g. to Excel).
This should follow the same procedure described above with request for approval by SE, MIS or System Analyst, who will assign temporary query work to a Programmer.

4.3 NEW DATABASE

As RHD continues to develop, new databases will undoubtable be required. This should always be in response to a clear functional brief. Before creating a new database should always first ask; “can this be achieved by improvement to an existing database?”. This is particularly the case where some data required is held within an existing database already often the request can be met by doing a temporary query (see above). In some cases, update to existing database may be required. In this case development should be initiated through a meeting with the MIS Circle and Owning Office of the existing database.

If no existing database can be used a new one may be required. The process of development for this is similar to that described above, and outlined in the flowchart.

Some parts of RHD may benefit from computerisation of existing records and systems. This improvement could be suggested by MIS Circle, who could advise where such a database could be developed efficiently and add real benefit to particular areas of RHD.

4.4 NEW SOFTWARE AND SOFTWARE UPDATE

RHD computer software is either general or technical. Technical software upgrade or development will require technical approval by the relevant wing/circle to verify and validate its use. The procedure for this for bridge design software is outlined in OP/BD/1.2. This details the process for approving specialised technical software and spreadsheet templates (used for design). This type of software will require functionality to suit a specific purpose, which will need to be clearly identified, discussed, renewed and approved before procurement is made.

General software could include word processing (e.g. “Word”), spreadsheet (e.g. “Excel”) and presentation (e.g. “PowerPoint”) software. Upgrade of this software needs to be introduced carefully so:

- All users should be able open documents produced by other users, so, in some cases, all users of particular software should be updated together; but
- Upgrading software can make computers run slower.

5 REFERENCES – None.

6 PROCEDURE FLOWCHART

The flowchart for this procedure is detailed in the next page.
Meeting with owning office (see OP/ME/3.3) to establish purpose, objectives and outputs for database improvement specify users, data to be entered and reports required [Owning Office and MIS Circle]

Revise (or create) dataflow diagram and design database update (MIS Circle)

Confirm design issues resolved? (Owning Office)

Prepare work plan and budget (MIS Circle)

Within existing budget or extra funds available and approved? (SE-MIS Circle)

Internally programming capacity? (SE-MIS Circle)

Programmed (on copy of original database) (MIS Circle)

Testing:
- Functional testing (MIS Circle)
- Acceptance testing with data entry (Owning Office)

Update/create User Manuals
- Pilot database tested if required (for standard, intranet, website versions)

Train users and hand-over operation (new database installed)

End
1 PURPOSE AND SCOPE

This procedure covers management of the RHD website and Management Information System (MIS) in general to ensure all aspects are systematically reviewed by the Software Development Division.

2 DEFINITIONS

The RHD Website allows external access to the RHD Management Information System (MIS) and emails. The website can be found at www.rhdbangladesh.org.

The RHD Intranet allows internal access to the RHD Management Information System and emails through the RHD computer network. This allows access to some items not accessible via the website. Access through the RHD intranet in generally faster than via the website.

Management of the Website - is defined as ensuring the website and intranet, at all times, functions as the single portal to access all RHD MIS information and it serves the internal and external users at the level defined in the ICT Guidelines of RHD.

Management of the Management Information System (MIS) - is defined as ensuring all RHD users can access all MIS information required through the website and intranet containing the latest approved versions of documents, data and other information using a proper and secure computer network.

Management of both systems is an ongoing, daily task. However, review and improvement are formalized and reviewed by formal meetings by the Software Division with the relevant parts of RHD to review different parts.

3 RESPONSIBILITIES

The Superintending Engineer - should inform of any procedure amendments since last the meeting and will chair the quarterly MIS review meetings.

The System Analyst - has responsibility for reviewing the content, functionality and performance of the RHD website and MIS. He is also responsible for setting the date and circulating the agenda for the quarterly MIS review meetings. This includes collecting and collating the data necessary for effective review, presenting website with changes and improvements since last meeting, and a short report on the performance of operating the different parts of the MIS/website. He is also responsible for creating an action plan for continuous improvement of the website and MIS.

The Executive Computer Maintenance Engineer - has responsibility for reviewing the functionality and performance of the website & intranet, file, database and mail servers and of the RHD network. This includes collecting and collating the data necessary and presenting a report on the status of servers,
security and network systems. He is also responsible for creating an action plan for the continuous improvement of the RHD servers and network management.

The Programmer (Internet/Network Administration) - has responsibility for the day-to-day management of the website and MIS. S/he will maintain and improve the website and the presentation and functionality of the MIS.

The Computer Maintenance Engineer (Network Administrator) - has responsibility for the day-to-day management of the servers and network. S/he will maintain and improve the servers and the network and ensure constant availability of the MIS.

4  METHOD

MIS Review Meetings shall be held a minimum of 4 times per annum and shall be chaired by the most senior officer present. These Meetings shall normally be attended by the Superintending Engineer MIS & Estates, the System Analyst, the Executive Hardware Engineer, and all the RHD computer Programmers and Maintenance Engineers.

4.1 MANAGEMENT REVIEW AGENDA

Management Review Meetings must follow the following agenda.

1. The RHD website changes and improvements since last meeting (System Analyst): Present the RHD website and explain any changes or improvements implemented since last meeting. The meeting should review the website content and suggest changes and improvements (e.g. The main content of the website should reflect the latest revision to the RHD Management Manuals).

2. Server Reports, System Status and Security Issues (Executive Computer Maintenance Engineer): Present a short report (verbal or written) with internal server reports, system status and security issues for discussion (preferably a list of key figures and trend analysis).

3. Outstanding Problems (System Analyst/Executive Computer Maintenance Engineer): Details of any outstanding problems from monitoring by the help desk (See OP/ME/1.4) and the reason for non-implementation should be presented to the MIS Review Meeting.

4. Performance of Users and concerned Circles (System Analyst): Present a short report on the performance of the users and concerned circles which operate the different database that make up the RHD MIS / website (i.e. usage and maintenance of databases). S/he should identify areas were implementation activities needs more support from the MIS & Estates Circle.

5. Procedure Amendment Requests (Superintending Engineer): Summarise all Procedure Amendments issued/approved since the last Review Meeting.
6. **Training Requirements:** Consider whether any MIS-related training is required within the MIS Circle or for officers and staff of other circles. Other training requirements (i.e. professional / technical) may also be discussed.

7. **Performance of Suppliers:** Consider the performance of suppliers and recommend whether to downgrade, upgrade or discontinue use of any particular supplier.

8. **Statistical Techniques:** Review the need for any kind of statistical information from the MIS or web-site operations and, if required, define the responsibility for compilation of such information.

9. **Analysing / revising Targets in ICT Guideline and Annual Plan:** Consider the impact of any planned changes to RHD working systems or management structures (e.g. changes to the RHD Management Manuals or Operational Procedures) upon targets in the ICT Guideline and Annual Plan, and analyse and/or revise the targets.

10. **Actions to expand, improve and Integrate MIS operations:** Prepare a list of actions, based on the above discussion, required to expand and improve the MIS operations and the computer networks (including integrating new developments or parts of the MIS and linking users and concerned circles).

11. **Any Other Business:** The review may also consider the-

   (i) Cost of any identified failure in the MIS;

   (ii) Benefits of the Circle Operational Plan and Review Meetings in improving efficiency; and

   (iii) Suitability of procedures including amendments that may be needed.

The meeting should conclude by reviewing whether the MIS operations are achieving the required results and indicate possible improvements that can be made. Possible danger spots must be identified and measures to minimise possible risks, shut-downs and data loss discussed. Consideration should be given to the cost effectiveness of the MIS system. Where it is agreed that changes would be beneficial, the SE MIS & Estates shall prepare an appropriate proposal.

Minutes of MIS Review Meetings shall be prepared by the System Analyst. The minutes should include all agenda items. Minutes should include any figures, facts etc. presented in the meeting. These minutes shall be distributed to all participants of the meeting with a “cc” any other interested parties.

5 **REFERENCES** – None.

6 **PROCEDURE FLOWCHART** - None.
1 PURPOSE AND SCOPE

This Operational Procedure sets out the different responsibilities and overall process for maintenance and development of RHD Databases. The scope of this procedure currently includes:

Road Maintenance Management Database – see also HDM/4.1 and OP/HDM/4.2

Bridge Maintenance Management Database – see also OP/BPD/2.1

HDM – see also HDM Circle procedures

GIS Database – see also OP/HDM/2.2 and OP/HDM/2.4

Document Database – referred to in library procedure OP/ME/4.1

Organisation Database – see also OP/AE/2.1

Personnel Information Management System (PIMS) – see also OP/AE/2.1

Equipment Database – see also OP/ME/1.4

Project Monitoring System – see also MoC/1.1

Schedule of Rates Database

Tender Notice Database – see also OP/PC/2.6

Contractor Database

Training Database – see OP/HRD/1.3

2 DEFINITIONS

Owning Office - in the RHD circle who have primary responsibility for collection, input and maintenance of data in database. This is usually the same circle who use the database most often to produce reports, export information etc.

3 RESPONSIBILITIES

The attached table sets out the different responsibilities for overall ownership (Owning Office), data collection, data input, standard reports, special reports and programming for RHD’s current databases (December 2003). These standard roles and responsibilities are defined below, and together form a general process for management and maintenance of databases in the RHD. Individual procedures (See above) give particular requirements for each database.
4  METHOD

4.1  DATA COLLECTION

Most databases require both pro-active (as required) data collection input and some annual review of data contained within the database. For example, road and bridge surveys for the RMMS and BMMS will include annual condition surveys and inventory on a more infrequent basis or whenever roads/bridges re-developed or added to the network. Similarly, the document database should have a regular data collection whenever a new RHD or external publication is received or updated, and a periodic audit/review data collection to ensure that the register of documents on the databases matches those retained electronically on the network or physically in the RHD library.

4.2  DATA INPUT AND PRODUCTION OF STANDARD OUTPUT

Generally data input and production of standard output will be responsibility of a computer operator. Responsibility for checking the quality of data input (both before entering and once in system) will normally rest with an EE, or in some cases SDE. Dissemination of data will also rest with the EE or SE.

4.3  DISSEMINATION & DATA USE

Database output is often used both by the division/circle in which the database resides and by other circles/wings within RHD, and in many cases external organisations or dissemination to the general public. Therefore making data available and dissemination of output is particularly important. For this reason many of the RHD databases are located on the RHD intranet and RHD web-site.

4.4  NEW QUERIES AND REPORTS ETC (SEE OP/ME/3.1)

Generally the EE will have the responsibility for generating new forms of output through straightforward creation of queries, reports and forms and exporting data directly from the database into other programmes such as excel or word. The MIS Circle can provide support (and training) in this area, through generation of temporary queries.

4.5  PROGRAMMING REQUIRED (SEE OP/ME/3.1)

All programming work should be co-ordinated, either through the MIS circle (MIS databases) or MIS & HDM circles (RMMS, GIS, HDM and BMMS database) to ensure that programming of databases is consistent in approach and standards, and interfaces between different RHD databases are maintained. Examples of programming include:

- Changes to input forms (e.g. to support new data collection);
• Developing database regular queries and reports;
• Improving access platforms (e.g. intranet/ website); and
• Upgrading software version.

5 REFERENCES

Individual database procedures and User Manuals (see above)

MIS database programming (see ME/3.1)

6 PROCEDURE FLOWCHART

The procedure flowchart for this procedure is detailed in the next page.
Collect Data (annual/as required) (SE/EE of owning office to initiate)

Input & Verify Data (ongoing) (Generally responsibility of EE/SDE in owning office)

Develop/Update Database (as required) Process owned by SE/EE of owning office, with approval in accordance with financial powers

Produce Output (ongoing) Two sorts of output - standard output and special output

Allocate Budget & Undertake Improvement

Evaluate upgrade

Standard output Typically general work/duty of this office (Responsibility Typically EE/SDE of owning office)

Special output (Temporary Query) Approval of request for special output required + payment required + Output produced using new query/report/output (Responsibility depends on expertise required)

Feedback of user requirements

Disseminate output as required (SE/EE of owning office)

End
### Table 1: Responsibilities for Management and Development of RHD Databases

<table>
<thead>
<tr>
<th>Database Name</th>
<th>Owning Office</th>
<th>1. Responsible for Data Collection</th>
<th>2a. Data Input, Standard Output Produced</th>
<th>2b. Responsible for Data Input, Output Dissemination</th>
<th>3. Main Data Use (Main Beneficiaries)</th>
<th>4. New (Straightforward) Reports/Queries/Output etc. (Temporary Query, see ME/3.1)</th>
<th>5. Programming Required. (Develop Database, see ME/3.1)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Road Maintenance Management Database</td>
<td>Database Division, GIS Circle</td>
<td>SE/HDM Circle initiate. Data Collection by Zone/Consultants.</td>
<td>Computer Operator</td>
<td>EE - Database</td>
<td>EE - HDM</td>
<td>EE - Database, liaise with SE-MIS for support</td>
<td>HDM Circle expertise developed, liaise with SE-MIS for support</td>
</tr>
<tr>
<td>Bridge Maintenance Management Database</td>
<td>Bridge Inspection and Planning Division.</td>
<td>EE-BIPD</td>
<td>SDE/AE</td>
<td>EE-BIPD</td>
<td>Bridge Mgt. Wing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>GIS Database</td>
<td>GIS Division, HDM Circle.</td>
<td>EE - GIS to initiate - e.g. Annual, new road</td>
<td>Computer Operator / GIS Division</td>
<td>EE - GIS (Update existing map)</td>
<td>Various</td>
<td>EE - GIS (new map)</td>
<td>EE - GIS - external support if required.</td>
</tr>
<tr>
<td>Document Database</td>
<td>Library Division, MIS and Estates Circle.</td>
<td>SDE-Library &amp; Records</td>
<td>SDE-Library &amp; Records</td>
<td>SDE-Library &amp; Records</td>
<td>All RHD</td>
<td>Request to SE-MIS</td>
<td>Request to SE-MIS</td>
</tr>
<tr>
<td>Tender Notice Database</td>
<td>Procurement Circle</td>
<td>EE-CED</td>
<td>SDE/AE</td>
<td>EE-CED</td>
<td>Procurement Circle, Zones</td>
<td></td>
<td>Request to SE-MIS</td>
</tr>
<tr>
<td>Contractor Database</td>
<td>Procurement Circle</td>
<td>EE-CED</td>
<td>SDE/AE</td>
<td>EE-CED</td>
<td>Procurement Circle, Zones</td>
<td></td>
<td>Request to SE-MIS</td>
</tr>
<tr>
<td>Training Database</td>
<td>Training/HRD Circle</td>
<td>Sr. Assistant Director, Training (AE)</td>
<td>Sr. Assistant Director, Training (SDE)</td>
<td>Deputy Director (EE)</td>
<td>Training &amp; HRD Circle</td>
<td>Request to SE-MIS</td>
<td>Request to SE-MIS</td>
</tr>
<tr>
<td>Equipment Database</td>
<td>MIS Circle</td>
<td>N/A</td>
<td>Assistant Engineer, Helpdesk</td>
<td>Assistant Engineer, Helpdesk</td>
<td>Software &amp; Hardware/Network Divisions, MIS</td>
<td>MIS Circle</td>
<td>MIS Circle</td>
</tr>
</tbody>
</table>
Continuations of Table 1: Responsibilities for Management and Development of RHD Databases

<table>
<thead>
<tr>
<th>Database Name</th>
<th>Owning Office</th>
<th>1. Responsible for Data Collection</th>
<th>2a. Data Input, Standard Output Produced</th>
<th>2b. Responsible for Data Input, Output Dissemination.</th>
<th>3. Main Data Use (Main Beneficiaries)</th>
<th>4. New (Straightforward) Reports/Queries etc. (See ME/3.1)</th>
<th>5. Programming Required. (See ME/3.1)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Monitoring System (PMS) Field Module</td>
<td>Monitoring Circle (+Maintenance Circle)</td>
<td>EE, Divisional Office</td>
<td>SDE/AE</td>
<td>EE - Divisional Office</td>
<td>Field-Producing certificates H/O-Monitoring</td>
<td>Request to MIS</td>
<td>Request to MIS</td>
</tr>
<tr>
<td>Project Monitoring System (PMS) Planning Module</td>
<td>Planning &amp; Programming Circle</td>
<td>EE, Planning Division(s)</td>
<td>Not applicable</td>
<td>EE-Planning</td>
<td>PCP submission to MoC</td>
<td>Request to MIS</td>
<td>Request to MIS</td>
</tr>
<tr>
<td>Project Monitoring System (PMS) Core Module</td>
<td>Monitoring circle (+Maintenance circle)</td>
<td>EE, Maintaining Divisions</td>
<td>EE-Maintaining circle (Input Field Module)</td>
<td>EE, Monitoring (ADP) EE - Routine Maintenance EE-Periodic Maintenance</td>
<td>Monitoring reports (Maintenance and ADP) to CE and MoC</td>
<td>Request to MIS</td>
<td>Request to MIS</td>
</tr>
<tr>
<td>Schedule of Rates</td>
<td>Procurement Circle (+Zonal Committee)</td>
<td>SE- Procurement</td>
<td>SDE/AE (Procurement Circle)</td>
<td>EE - Procurement Circle</td>
<td>P&amp;P Circle (PCP Estimates) Field / Procurement (Engineer Estimates) HDM Circle (Costing &quot;Needs Report&quot;)</td>
<td>Request to MIS</td>
<td>Request to MIS</td>
</tr>
<tr>
<td>Organization Database</td>
<td>Administrative &amp; Establishment Division</td>
<td>EE, A&amp;E Division</td>
<td>Computer Operator</td>
<td>EE, A&amp;E Division</td>
<td>A &amp; E Circle</td>
<td>Request to MIS</td>
<td>Request to MIS</td>
</tr>
<tr>
<td>Personnel Records Database</td>
<td>Administrative &amp; Establishment Division</td>
<td>EE, A&amp;E Division</td>
<td>Computer Operator</td>
<td>EE, A&amp;E Division</td>
<td>A &amp; E Circle</td>
<td>Request to MIS</td>
<td>Request to MIS</td>
</tr>
</tbody>
</table>

Last Update: December 2003
1 PURPOSE AND SCOPE

This Operational Procedure classifies all documents used by the RHD into different categories: management manuals, standards and guidelines, reports and papers, external publications, office orders, correspondence. This allows these documents to be controlled and retained with hard and soft copy in the RHD library and on the RHD intranet respectively. The scope of this procedure includes both RHD documents and those issued under wider authority and used by the RHD.

2 DEFINITIONS

RHD Management Manual – set of manuals inclusive of Circle Operational Plans, Job Descriptions and Operational Procedures and associated appendices and reports defining the overall management procedures for the RHD.

Office Order – correspondence originating from the Chief Engineer dictating a change in RHD operations or procedures.

Standards and Guidelines – are deemed to include all technical procedures, procedure notes and guidance, guides, handbooks, manuals and specifications guiding the standard for the activities and outputs of the RHD. For example: RHD Bridge Design Handbook.

Reports and Papers – are deemed to include all one-off and periodically produced papers, reports, strategies and plans etc whose purpose is to disseminate and inform best practice and communicate current performance within and beyond RHD. For example: RHD Annual Training Report, 2002.

Approving Authority – is deemed to be the highest post under whose authority a particular document is issued. This is often the Chief Engineer, but may be another RHD post (typically ACE or SE level) or it may be an issuing authority outside of the RHD, such as an alternate Ministry in the Government of Bangladesh.

Originating Office – is the officer in the post which presided over the original document issue and who will be responsible for any future update of that document. The Originating Office may be responsible for update even when the original document was not prepared directly by the officer in that post (e.g. original prepared by consultant engaged by RHD). For example, the Originating Officer for the RHD Geometric Design Manual is the Road Design & Safety Circle in the Technical Services Wing.

Interested Parties – is deemed to include all Wings/Zones, Circles and Divisions within RHD as well as both foreign and local consultants retained by RHD.
3 RESPONSIBILITIES

Superintending Engineer – for circle of the Originating Office (see above) should ensure hard that RHD documents are developed and updated as necessary to meet the professional requirements of RHD officers, and overall RHD objectives.

Executive Engineer – of the Originating Office (see above) will be responsible, for preparing and proposing update to the document, liasing with outside agencies as required. He should ensure hard and soft copies are submitted to the SDE-Library & Records where document are issued and updated.

Approving Authority – will be responsible for approving the update of the document. The Chief Engineer, RHD will seek approval for update if the issuing officer is outside of the RHD.

SDE – Library & Records – will be responsible for collation, record, archiving and dissemination of RHD Documents.

4 METHOD

4.1 ASSEMBLE RHD DOCUMENTS

The SDE-Library & Records is responsible for collecting and maintaining a library (latest version hard copy) and ensuring similar soft copy update is retained in soft copy on the intranet.

Document types are received and maintained by the SDE-Library & Records as follows:

1. RHD Management Manuals and similar – retain and maintain up-to-date hard and soft copies.

2. RHD Standards and Guidelines – retain and maintain up-to-date hard and soft copies.

3. RHD Reports and Papers – retain hard copies and soft copies where possible.

4. External Publications (official) and reports (typically unpublished) – such as by consultants for RHD, retain hard copy soft copy where possible.

5. RHD Office Orders – copy only to be retained. Responsibility for maintaining register of office orders is with the Office of the Chief Engineer.

The issue, owning officer and update details of document types 1 – 4 above should be retained on the document database on the RHD intranet (see procedure OP/ME/4.2).
4.2 **CONTROL AND UPDATE OF RHD STANDARDS AND GUIDELINES.**

The SDE-Library & Records should request copy, receive and update both hard and soft copies when a new version of an RHD Standard of Guideline is issued.

4.3 **DISSEMINATION AND UPDATE LIBRARY AND INTRANET**

The SDE-Library & Records should update the document database should be updated accordingly for each document issue and update. The document should be disseminated as instructed by the Originating Office.

5 **REFERENCES**

**Schedule of RHD Standards and Guidelines** – This is maintained by the SDE-Library & Records as a sub-set of the RHD Document database. All RHD documents requiring update are recorded together with their latest date of issue, owning office (circle and wing) and issuing officer responsible for update.

6 **PROCEDURE FLOWCHART**

The procedure flowchart for this procedure is detailed below.
1 PURPOSE AND SCOPE

RHD assets include both Bangladesh’s main road network and significant land estates. It is essential for the RHD to properly manage these extensive assets/estates from unauthorised occupants-users, encroachment, development, damage or misuse. This will require accurate land and Right of Ways mapping, highway plans, registered deeds and documents, clear demarcation boundary of highway and RHD land estates.

2 DEFINITIONS

Ribbon Development - The growth of towns and cities in Bangladesh in the past has taken place mostly along existing roads radiating from them. This is the natural trend since communities tend to expand along the traffic arteries, which serve them. Enterprising businessmen find the roadside near the outskirts of towns and cities most attractive for locating industries and commercial establishments. Shops, hotels, tea stalls, repair shops for motor vehicles, petrol stations, etc., spring up linearly along the road with direct access to the highway. Such development is known as “Ribbon Development.

Accurate LA Maps - LA Maps showing the accurate right of way of road and LA areas of RHD should be readily available in concerned offices both at field level as well as RHD Head Office level so that any problems related to RHD Estates can readily be solved. Some of the roads in the country have been in existence since very long. Due to this historical reason, the real ownership of land has become a matter of doubt in some cases. This situation must be overcome by RHD to manage RHD Estates.

3 RESPONSIBILITIES

Additional Chief Engineer - Management services Wing - Responsible for time-to-time monitoring and strengthening the management of RHD Estates whether RHD Estates and its documents are properly managed and maintained.

Superintendent Engineer - MIS & Estates Circle - Responsible for collecting and preserving RHD Estates Records and managing centrally all RHD estates with the assistances of Executive Engineer, Estates Division from all Project Directors and Consulting Firms Offices and concern SDEs Field Offices and other sources.

Executive Engineer Estates Division - Executive Engineer, Estates Division and concern EEs (Zonal/Field) with the assistance and cooperation of SDEs and concern areas ADC (Land Revenue) Authorities and District Administration, RHD time to time update the land records and prepare authenticated land plans and take timely action in removal of unauthorised encroachments in RHD land (see OP/ZF/3.7).
Responsible for assisting SE, Estates Circle in respect of collecting and preserving RHD Estates Records and managing centrally all RHD estates with the assistances of Executive Engineer, Estates Division from all Project Directors and Consulting Firms Offices and concern SDEs Field Offices and other sources.

**RHD officers in the field** - should be aware of the current situation of RHD land estate & property and encroachment in their jurisdiction and take necessary action whenever applicable; requesting support from Estate Circle/ District Administrator as required.

### 4 METHOD

#### 4.1 ACCURATE LAND MAPS

The need for managing the Accurate LA Maps and establishing the boundaries of highway land both physically on the ground as well as on Mauza and Topographic Maps, is of paramount importance for RHD Estate management.

Concern EEs and SDEs of RHD, with the assistance and co-operation of Land Revenue Authorities and District Administration RHD time to time update the land records and prepare authenticated land plans and take timely action in removal of unauthorised encroachments in RHD land (see OP/ZF/3.7).

#### 4.2 HIGHWAY PLANS & REGISTERS

In addition to RHD Head Offices, each division and sub-division shall maintain authoritative plans for the land on each highway in its charge. These plans shall clearly show the boundaries of the highway, the detailed measurements of roads widths, the distances between boundary marks and sufficient measurements from fixed points to enable the re-fixation in position of boundary marks in case they have been displaced or tampered with.

Government land in owned of the Roads and Highways Department shall be maintained irrespective of the condition of occupation. A suitable remark and reference to the record plans where necessary shall be made against entries concerning land, which has been transferred to the Deputy Commissioner for leasing.

#### 4.3 DEMARCATION OF HIGHWAY & LAND BOUNDARIES

i) The boundaries of the highways should be demarcated with reference to the authoritative plans by planning stones or other suitable marks of a durable nature at intervals along the highway in such a manner that the imaginary line joining such stone marks shows the road boundary correctly.
ii) Where there are bends or kind in the road boundary the stones or marks shall be so located as to give the nearly correct configuration of the boundary if straight lines join them.

iii) These boundary stones or marks, which may be given consecutive numbers, shall be maintained on the ground as if they constitute part of the highway.

iv) Where standard widths have been prescribed for any highway the distance between the highway boundaries so demarcated shall correspond to that width (see Annex 1). Highway widths are recorded in the RMMS database of RHD.

### 4.4 PREVENTION OF RIBBON DEVELOPMENT

Ribbon Development often creates congestion on highways and its inevitable consequences are enhanced frequency of road accidents. So it is very important to ensure:

i) Adequate width of Highways acquired and maintained.

ii) Establishment and prescription of building and control lines (see Annex 1) to restrict development in the area between the highway and building line and the building and control lines.

iii) The Government may enact suitable legislation vesting the Highway Department with powers to control unrestricted development along highways and to remove encroachments (see OP/ZF/3.7) land enforcing land use patterns.

iv) Suitable control over access points along major arterial highways should be exercised.

v) Development plans should encourage service roads on stretches of roads where ribbon development has already taken place or along new bypasses (where it is feared that ribbon development may spread in future).

vi) Roadside advertisement should be regulated so that it could not create any problem in traffic movement.

### 4.5 OCCUPATION OF GOVERNMENT LAND-TEMPORARY USE

Permission Necessary:

i) Permission to occupy Government land may be of two kinds:

   a) Free of rent and

   b) On payment of rent

ii) When it is proposed not to charge rent, an agreement shall be entered into by the Sub-Divisional Officer with an applicant, such as construction of culverts, etc. when the structure is to become
property of the Government. When the structure will belong to the person to whom permission is given e.g., tea stalls, petrol pumps, gardens etc. The Superintendent Engineer for temporary use may issue permission for specific period on payment of rent on condition of removal at any time. A standard proforma should be used for such purpose.

iii) Whenever the sanction of government is given for use of RHD land for any other purpose than the road, the land shall be handed over to the Deputy Commissioner. A proper land plan should be prepared and signed both by the Divisional Officer and the Deputy Commissioners. (Please See OP/ME/6.1)

4.6 PERMISSION FOR PETROL AND CNG FILLING STATION

i) Normally there is no reason why roadside land should be given up to companies and others for the erection of petrol/CNG filling stations. Where the applications fail to show that private land in the suitable locality cannot be obtained either by purchase or on lease, such an application should as a general rule is refused. The Superintending Engineer may sanction applications for permission to construct approaches across the path and berm in order to give access to a filling station situated outside the road boundary.

ii) Where for any reason the Superintending Engineer considers it desirable in the public interest to allow erection of a petrol pump within road land, the pump and tank should be situated at a distance of not less than 6 (six) from the edge of the road surface. In exceptional cases where the metalled surface is abnormally wide and is bordered by raised footpaths, it may be necessary to permit the erection of a pump on the edge of the footpath. Every such case must be considered on its merits and the divisional officer concerned should forward the application to his Superintending Engineer accompanied by a plan of the land in question and the reason for recommending it as an exception to the general rule.

iii) In every case where permission is given to occupy land for the erection of a filling station the construction of bridges, or both, the Roads and Highways Department will retain the land under their own control and will merely permit its occupation with or without charging ground rent. It will further be stipulated that the works must be removed at any time on six months notice.

iv) Tea Stalls

Sanction to applications for erection of tea stalls on land in charge of the Roads and Highways Department may be given the Superintending Engineer concerned provided that:

(a) Other suitable land is not available.
(b) The person agrees to remove the stall on one-month notice being given.
(c) The stalls are not erected in places where they will become inconvenient to traffic, and
(d) Ground rent is paid by the person concerned.

Government circulars related to guidelines for leasing out & management of petrol pump & CNG station and other purpose are enclosed Annexure 15.4 and 15.5.

4.7 **TOLL OF LEASE OUT ROADS/BRIDGES/FERRY GHATS**

Toll at Govt. approved rates are collected from RHD roads, Bridges and Ferry Ghats.

Lists can be obtained from the RHD MIS System

**Annex 1**

**Recommended Standards for Building Lines and Control Lines for Roads**

<table>
<thead>
<tr>
<th>SI</th>
<th>Road classification</th>
<th>Plain and rolling terrain</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Open areas</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Overall width between Building lines (metres)</td>
<td>Overall width between Control Lines (metres)</td>
</tr>
<tr>
<td></td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>1</td>
<td>National Highway</td>
<td>40</td>
</tr>
<tr>
<td>2</td>
<td>Regional Road</td>
<td>35</td>
</tr>
<tr>
<td>3</td>
<td>Feeder Road Type-A</td>
<td>30</td>
</tr>
<tr>
<td>4</td>
<td>Thana Road</td>
<td>25</td>
</tr>
</tbody>
</table>

5 **REFERENCES**


3. List of RHD Toll Roads - RHD MIS System.

4. List of RHD Toll Bridges - RHD MIS System.

5. List of RHD Toll Ferries - RHD MIS System.

6 **PROCEDURE FLOWCHART**

The procedure Flowchart for this procedure is detailed below.
**OP/ME/5.1 - Management of RHD Estate**

**Start**

**Existing Situation**
Prepare records and publish regular (e.g. Annual) lists of RHD Estates (RHD field staff, Estates circle)

**Collect together LA plans, mauza maps, registered deeds, GIS aerial maps, topographic maps etc.**

**Overall Management & Estate Policy**
Overall management of RHD estates requires participation of SE/EE/SDE field, Estates circle, RHD senior management

**Direct RHD Estate Management**
Clear split of management responsibility of RHD estates between RHD field staff (EEs and SDEs in zones)

**Particular problems referred to head office RHD as district administration for further action, papers, legal advice (EEs/SDEs in Zones)**

**Review and take appropriate action (Estates Circle, ACE MSW, CE-RHD)**

**End**
1 PURPOSE AND SCOPE

This procedure describes the process for maintenance of LA Plans, Maps and Records by the Estates Division. A centralised collection of these items, properly filed into one Register (Estates Database) will give a good record of the extent of RHD’s Estates and assist in effective management thereof. It will also enable future electronic records of RHD land acquisition to be developed, utilising the MIS in this area.

2 DEFINITIONS - None.

3 RESPONSIBILITIES

Superintending Engineer - MIS & Estates Circle - has overall responsibility for improving the central management of records of the RHD Estates: both hard and soft copies and using the RHD MIS.

Executive Engineers - Estates Division - is responsible for managing the RHD Estates, LA plans, RHD Assets records held by Estates Division and Land Records & Acquisition Division by collecting copies from the Road Divisions/PD /Zonal Offices.

4 METHOD

4.1 TYPES OF LA PLANS, MAPS AND RECORDS

There are lot of different types of LA Plans, Maps and Records held by RHD. These include:

- Land Acquisition Record (includes plot number, Khatian number, Mouza Map and Plot Index)
- Mouza Map outlining acquired land areas,
- Plot Index (partially & Totally affected plots)
- Land ownership / Award Lists
- Land Possession Certificates from DCs
- ‘Porcha’ Certificates
- Eviction and Encroachment Records/ Itinerary,
- Approved layout, plans etc for buildings, bridges, roads, etc.
- Lease Agreements for Petrol Pump/ Oil Filling Station/ Crop Cultivation/ Fish Cultivation, etc.
- Records of un-utilised land
- Topographic Maps, GIS Maps,
- Land Tax Payment certificates and holding tax records, etc.
The RHD Divisional Offices have all of these different kinds of information as a result of previous and current RHD development and activities.

4.2 **The Value of LA Plans, Maps and Records**

Proper control of LA Records is needed for RHD:

To determine the level of tax that it needs to pay related to the different parts of the RHD Estates. Tax payment certificates and holding tax records are the evidence of such payment.

To identify when encroachment occurs on RHD land and to carry out subsequent eviction.

To identify where the extent of RHD land is (e.g. should a demarcation line/ pegs be damaged or lost).

To identify what land RHD currently owns when planning and procuring LA for road widening/ straightening or other new road layout that requires expansion of the embankment width or right of way.

All LA Records should be held at RHD Sarak Bhaban:

- To enable replacement of records that may be lost / damaged/ tempered in the field.
- To allow high quality storage and register of records so copies of records used on a day-to-basis can be replaced. This internal ‘Library’ of records is an important function for effective control.
- To enable other Divisions, including FAPs and Planning and Maintenance Wing, to use records and maps in head office.
- To operational the RHD’s Asset Management Plan.
- To enable future integration of an Estates database (computerised LA Plans, Maps and Records Register) into the RHD MIS. For example, all documents held could be linked to GIS system so RHD GIS could give a clear indication of the LA records held for a given road link (where relevant) and should be available RHD Networks.
- These records would be useful for the Land Records & Acquisition Division (MIS & Estates Circle), the Environment and Resettlement Divisions (Social and Environmental Circle) and other Circles for planning and implementation purposes.

4.3 **Registers and Collection of RHD Estates Data**

**Government of Bangladesh Projects**

As-built drawings should be supplied to Sarak Bhaban and a copy of layout drawings showing any land acquisition or disposal held in the Estates division. As-built drawings (layout showing resettlement) for major structures will be obtained directly from the Bridge Design Circle.
FOREIGN AIDED PROJECTS

These should be able to supply information direct from the Project Management Unit or Project Implementation Units directly to the RHD Estates Division.

CURRENT FIELD ZONE RECORDS

Current records should be collected together in the Estates Division. This will be in response to request from the CE/ACE-MSW/SE-MIS & Estates. Originals of maps and plans and copies of all other records should be held in Sarak Bhaban.

4.4 SOFT COPIES AND RHD ESTATES DATABASE

With originals held in Sarak Bhaban and a large-plan scanner and PC within the Estates Division soft copies could be made of LA Plans, Maps and Records. This would improve the way in which these records can be used and communicated within RHD. This may be very useful as it is often difficult and inconvenient to handle original Deeds, Maps, LA plans, RoWs Plans, bridge/ building layout plans, etc.

A Register of all LA Plans, Maps and Records held in the Estates Division should be developed. This will act as a filing and archiving list for these documents and maps. The computerisation of this register will help create an Estates Database. Records held in the Estates Database could be further linked into the RHD MIS system, for example, by linking the location of the map/plan/record as an object in the GIS database so records held can be determined by viewing the GIS database.

5 REFERENCE

Estates Database report/user manual – to be developed.

6 PROCEDURE FLOWCHART

The procedure flowchart for this procedure is detailed in the next page.
1 PURPOSE AND SCOPE

This procedure describes the procedures of Eviction from RHD Land or right of ways occupied or encroached by unauthorised occupants, villagers, adjoining and distant residents or speculative businessmen to gain illegal benefits therefrom. The main purpose of Eviction from RHD Land is to keep the right of ways of RHD free from unauthorised occupants and encroachments and make RHD roads safe and free movement of traffic and transports.

The scope of eviction and evacuation from RHD pre-acquisition land areas is always open. Any day RHD can take necessary steps for Eviction from RHD land. In case of eviction from RHD land motivational approach works much well than police power.

2 DEFINITION

Eviction - is of 3 categories practised by RHD.

Eviction of the legal owners and their movable and immovable structures - (dwelling, commercial, business, industrial, community use infrastructures), trees and other properties and belongings from newly acquisition land (NLA) to be used for constructing RHD right of ways (RoWs) or any infrastructures of RHD. DC serves several notices to these people who are Awardees. And DC pays compensations for their losses as per LA Ordinance. Awardees are suppose to evacuate the land after issuance of LA Notice u/s 7. If any resistance or disobey of Govt order, DC goes for Eviction applying laws, Police or Magistracy powers. DC pays compensation to the Awardees as per rules and entitlement of losses.

Eviction of the illegal occupants-users (IOUs) - and their movable and immovable structures (living, commercial, business, industrial, social, etc), trees and other properties and belongings from RHD previously acquisition land (PLA) to be used for constructing RoWs or other infrastructures of RHD. DC never pays compensation to IOUs for their losses.

Eviction from RHD existing RoWs - for keeping the road safe for free traffic movement and encroachments barriers by applying Police forces and Magistracy powers against the illegal occupants-users and encroaches by removing their shops or movable and immovable structures from RHD land or RoWs. DC never pays compensation to IOUs for their losses.

Eviction from Encroachment - it is a process of termination something-illegal entrances or intrusions with homestead and business structures and shops from the carriageway of RHD. Encroachment narrow down the road width causes frequent accidents. DC never ever pays compensation to IOUs for their losses.
Removal - means relocate or shift the structures, trees, etc from the RHD land or RoWs either previously or newly acquisition areas.

Land Acquisition - means taking over the possession of privately owned land by the Govt to implement any or multiple purposes for the interest of the public or defence benefits as when necessary.

The owners of the land are called Awardees when the owners are being LA Notified under section (u/s) 3, rule 4(2) to u/s 7(3) following the Acquisition and Requisition of Immovable Property Ordinance, 1982 with subsequent amendments in 1993 and 1994.

3 RESPONSIBILITIES

Additional Chief Engineer - Management Services Wing (ACE-MSW) - ACE-MSW is has administrative responsibility for reviewing over all implementation of eviction from RHD land.

Superintending Engineer - MIS & Estates Circle - The post holder has administrative responsibility for over all monitoring of eviction from RHD land.

Executive Engineer - Estates Division - Monitor eviction from RHD land; advice and assistance in case of encroachment into RHD land and properties.

Executive Engineer - Field Division - The Executive Engineer (EE) is key person to evict the people, dwellers together with their structures of any kinds, tree, crops, etc from LA plan areas, old LA areas or from existing RoWs or land of RHD.

S/he will arrange everything with assistance of subordinate officers and staff and in consultation and direction of superior officers.

The post holder is responsible for keeping close contract with Deputy Commissioner (DC), District Magistrate, Land Acquisition Officer (LAO) and other staff of LA Section, etc.

Responsible for keeping close contract with Superintendent of Police, Assistant Commissioner (Police), OC (Officer-in Charge of Police Station) for getting the assistance at the time of evicting them from LA areas or RoWs.

S/he is responsible for taking over the possession of evacuated land from DC officially.

EE is responsible for informing SE, ACE and CE of RHD.

EE will engage concern SDE, AE, SAE and others evicting the land and RoWs.
4 METHOD

4.1 IN CASE OF PREVIOUSLY ACQUIRED LAN D (EXISTING RHD ESTATE)

The concern field officers (SO/SAE, AE, SDE) will locate and identify the nature, volume and categories of homestead structures, shops, trees, etc are to evict form the concern RHD land already demarcated by Deputy Commissioner (DC) or LAO for RHD.

SDE will serve eviction notice to illegal Occupant-Users (IOUs) to vacate the land or remove from RHD areas or shift their structures, shops, etc from RoWs and advice not encroaches upon RHD land and right of ways.

If they IOUs and encroaches do not vacate land or remove their structures or shops from existing roads or pre-LA areas in due time, EE will go for legal actions. That means, EE will request DC for engaging Magistrate along with sufficient armed police forces to evict the IOUs by force.

SDE will arrange necessary labour and Boll Dossier and Excavator/pay loader to remove or destroy the structures on the RoWs and RHD land areas.

4.2 IN CASE OF NEW LAND ACQUISITION (NEW ROAD ALIGNMENT/DEVELOPMENT)

Both the Illegal Occupant-Users (IOUs) and Legal owner-Users (LOUs) or Awardees are given eviction notice affixing the deadline of vacating the said land beforehand.

If they (IOUs and LOUs) do not vacate land in due time, DC will go for legal actions. That means, DC will pass on an office order to Special Land Acquisition Officer and, Assistant Commissioner of Land to evict the people and their structures and trees from the newly LA areas by force.

DC handed over to EE of RHD officially and physically the vacate land by evicting all people and their structures and up-rooting or cutting trees and crops from the LA areas then and there.

5 REFERENCES

- Land Acquisition OP/ME/6.1 and Removal of Encroachments OP/ZF/3.7

6 PROCEDURE FLOWCHART

The procedure flowchart for this procedure is detailed in the next page.
In case of Pre-LA areas of RoWs of RHD

SAEs/SDEs make a list of encroachment and eviction and submit to

SAE/SDEs serve eviction notice to IOUs of RHD land and RoWs

EE goes for action after expiry of eviction deadline against defaulters

EE arranges magistrate and armed police forces on request and orders SDEs and others to evict them (IOUs)

SDE with the help labor and excavator or bull drover vacate the land and RoWs

If No.

If Yes

Eviction completion report to SE-RHD

End

Start

In case of newly LA areas for RHD

DC/ LAO serves LA Notices u/s 3 to 7 to all Awardees for eviction

DC+RHD+PWD go for JVs for listing affected structures and other assets of the LOUs

DC orders LAO, EE, and SP for surveyor, police forces and heavy machines and labor to evict the people and the structures and trees from

EE goes for action after expiry of eviction deadline against defaulters

EE arranges magistrate and armed police forces on request and orders SDEs and others to evict them (IOUs)

SDE with the help labor and excavator or bull drover vacate the land and RoWs

Any objection (AC/L) or DC or court
1 PURPOSE AND SCOPE

This procedure describes the procedures of Land Acquisition (LA), Compensation, Evacuation and Land hand over to Roads and Highways Department under the Ministry of Communications.

The main purpose of Land Acquisition is to implement road infrastructure development related works. The scope of works opens when RHD gets necessary land as RHD planned. In order to materialised the plans and project LA becomes inevitable. LA follows some conventional procedures. RHD, DC and Awardees have to observe LA procedures to get the land as well as compensation. Awardees have to relocate structures from Land Acquisition areas and evacuate land and RHD starts implementing its Projects infrastructure construction activities.

2 DEFINITIONS

Land Acquisition - means taking over the possession of privately owned land by the Govt to implement any or multiple purposes or for the interest of the public or defence benefits as when necessary.

The owners of the land are called Awardees when the owners are being LA Notified under section (u/s) 3, rule 4(2) to u/s 7(3) following the Acquisition and Requisition of Immovable Property Ordinance, 1982 with subsequent amendments in 1993 and 1994.

CCL/CUL - DC pays CCL or CUL (Cash Compensation Under Laws) to Award holders against their affected properties due to LA by Acquiring Body (DC) for the requirement of Requiring Body (RHD).

3 RESPONSIBILITIES

Additional Chief Engineer - Technical Services Wing (ACE-TSW) - ACE-TSW is responsible for signing the proposal submitted by concern SE-MIS & Estates Circle.

Responsible for over all reviewing and evaluating LA and Compensation payment implementation progress.

The post holder is responsible for keeping liaison with CE of RHD and Ministries.

Superintending Engineer - MIS & Estates Circle - The post holder is responsible for over all implementation of LA plan.

S/he will work as Chief Co-ordinator and monitor the project's LA related activities.
S/he is responsible for receiving approval Chief Engineer of RHD and the Ministry of Communications (MoC) and Ministry of Land.

**Executive Engineer - Land Records & Acquisition Division** - Process land acquisition proposal and estimates obtained from field offices and monitor those.

**Executive Engineer - field Division** - The Executive Engineer (EE) is key person to implement LA plan proposal preparation process.

The post holder is responsible for keeping close contract with Deputy Commissioner (DC), Land Acquisition Officer (LAO) and other Offices for LA.

Responsible for placing the requisite and additional funds to DC's Account on time for implementing LA proposal for RHD road network and infrastructures development purposes.

S/he is responsible for taking over the vacant possession of land from DC and handing over the site to the Construction Contractors.

EE is responsible for assisting DC when DC or his representative, LAO is evacuating LA areas.

## 4 METHOD

- Submission of Road infrastructure or network development TAPP and or PCP proposal preparation by RHD and submission the same to the concern Ministry for administrative approval.
- Preparation of LA Plan along with Topographic Survey, Right -of Ways plan on Mauza Map, etc by RHD for submission to DC.
- Approval from DLAC.
- DC collects necessary Mauza Maps and verifies whether there is any graveyard, Mosque, Church, Temple, Khas land, etc on LA Plan sites.
- LAO on behalf of DC together with EE, RHD assesses the losses of entitlements and makes an inventory of affected structures, trees, ponds, standing crops, etc by conducting JVS.
- DC makes a Ward List.
- LAO on behalf of DC issue primary LA Notice u/s 3 against each Award following the Acquisition and Requisition of Immovable Property Ordinance, 1982 with subsequent amendments in 1993 and 1994.
- LA Notifications in Bangladesh Official Gazette u/s 11(2), rules 5.
- Issuance of LA Notices u/s 6 and 7 to each Awardee.
- LA Fund placement to DC by RHD u/s 7(4). If no fund on time by RHD to DC, any LA plans implementation u/s 12(1).
- Shifting or removal of structures by PAPs and eviction or LA sites clearances by LAO.
• DC takes over the possession of the land u/s 11(1) and hands over the same to RHD to Contractors for road, bridge or other infrastructure constructions on LA areas.
• Execution of Deed of Transfer between DC and RHD u/s 15(2), Rule 7(2).
• If objections or grievances and appeals to AAT (Arbitration Appellate Tribunal) by the Awardees for mitigation.
• Decisions of AAT in favour of Awardees, additional fund for additional payment of Land prices.
• RHD deposits to DC the additional money for payment of CCL or CUL to Awardees u/s 34 (a).
• Make payment of CCL u/s 10.
• Loss of entitlement grievances mitigation measures is also included in resettlement performances.
• Submission of necessary legal Documents, Certificates, Photo and Deeds to LAO for receiving CCL from LA Section.
• Payment of Treasury Cheques to Awardees after satisfaction of documents by LAO.
• Lastly, en-cashing of the Cheques by Awardees.

5 REFERENCES

• Laws Regulating Environment in Bangladesh, M Farooque & SR Hasan, BELA, December 1996.

6 PROCEDURE FLOWCHART

The procedure flowchart for this procedure is detailed in the next page.
RHD Operational Procedure – Management Services Wing

OP/ME/6.1- Land Acquisition

MIS & Estates Circle - Land Records & Acquisition Division

Approved:

Start

PCP/TAPP for Approval (CE-RHD to MoL & PC)

Prepare and submit Land Acquisition Proposal to DC by EE, RHD

Enquire/feasibility report on Proposed Land Area (EE-RD/DC)

Land allocation (DLAC)

Joint field verification survey (SDE-RD/LAO) (see OP/SE/2.4)

Publish preliminary notice (Land Evaluation) (LAO section)

Yes

Approval (MoC & MoL)

End

No

Estimated cost of Land Acquisition Compensation Payment by DC & send to RHD for fund

RHD deposits money with DC (RHD)

DC occupation land

RHD takes possession of Land

Petition to DC may result in additional payment considered & gazette notification

End

On-going

Deed of transfer for the land (DC)

NGO appointment (see OP/SE/2.2)

Payments to awardees + (CCL) (LAO section)

Publication of Award list to interested persons

* NGO conducts socio-economic survey + census of loss items and video filming. Produce + submit report (NGO) & budget to RHD
* Difference compensation paid to awardees (MARV) illegal EPs compensation (both from NGO budget)

Resettlement see OP/SE/2.
1 PURPOSE AND SCOPE

Human Resources are the RHD’s most important assets that RHD has. Therefore, it has an obligation on the management of RHD to the development of this resource.

The Human Resources Development Policy is an important document that sets out the goals and guidelines for this process. Commitment, work and resources need to be allocated to develop the officers and staff of RHD. This should be directed towards achievement of the overall goals of the defined RHD Strategy.

All RHD Officers have an obligation to develop their subordinates (both officers and support staff). Full details of the work to be undertaken include:

- communication with RHDTD to define training needs;
- ensuring take up of training courses offered;
- assisting with the use in the workplace of newly acquired skills;
- motivating subordinates to undertake work in a more efficient manner;
- undertaking counselling and annual interviews; and
- assisting with personal issues as appropriate.

2 DEFINITIONS

Human Resources (HR) - are all of the Officers and Staffs who work for RHD, whatever grade and whether established or not established.

Human Resources Development Policy - is a written document, which sets out, how all people in authority within RHD should assist in the development of their subordinates.

3 RESPONSIBILITIES

Chief Engineer - RHD - approval of Human Resources Development Policy.

Additional Chief Engineer - Management Services Wing - to recommend for approval and ensures implementation of policy throughout RHD.

4 METHOD – To be developed.

5 REFERENCES

RHD Human Resources Development Policy (to be developed by Administration & Establishment Circle and approved by Chief Engineer). RHD Strategy Document(s).

6 PROCEDURE FLOWCHART - None.
1 PURPOSE AND SCOPE

In order to successfully manage its Roads and Bridges in Bangladesh, the RHD needs to have the correct number of Officers and Staff in the various grades available. It would be useful to identify, and regularly review, which manpower are required in RHD: both officers and staff, engineers and other cadre, employees required on a permanent and a temporary basis. As people retire or leave RHD through other reasons, they should be replaced. Additionally, as new challenges arise for RHD, it may be that different numbers of people are required in different grades or specialist posts.

Therefore, in order to ensure the RHD continues to have the appropriate numbers of officers and staff, there should be a system of planning ahead. This planning should include a regular review of staffing requirements, such as through an Annual Manpower Forecast. This forecast would be sent to the Ministry of Communications for them to take up RHD manpower requirements with the Ministry of Establishment on an annual basis.

2 DEFINITIONS

RHD Office-wise Distribution of Posts and Personnel – is a document produced by RHD to show the current number of Class I to Class IV posts (sanctioned) and personnel (filled posts and temporary personnel) stationed in different Circles and Divisions across RHD. This is produced by the Administration and Establishment Circle and updated and re-issued as required. It would be re-issued at least once a year, or following major re-organisation.

Annual Manpower Forecast – is a document, which sets out RHD’s manpower needs for the next financial year, and how they can be met. This would reflect RHD current workload (revenue and development) and be consistent with RHD strategy and goals. This would be produced by reflecting on the current office-wise distribution of posts and personnel across RHD.

3 RESPONSIBILITIES

Additional Chief Engineer - Management Services Wing - Reviews the Annual Manpower Forecast Report and sends to CE for approval.

Superintending Engineer - Administration & Establishment Circle - production of manpower forecast.

Executive Engineer - Administration & Establishment Division - collection of data to produce manpower forecast, including producing the RHD Office-wise Distribution of Posts and Personnel. (See OP/AE/2.1).
4  METHOD - To be developed.

5  REFERENCES
RHD Personnel Records Database
RHD Organisational Database

6  PROCEDURE FLOWCHART - To be developed if required.
1 PURPOSE AND SCOPE

This procedure describes the management of the RHD Personnel Records and Organisational Databases by the Administration and Establishment Division. This includes maintenance of the database contents through regular inputs and update, and use of the databases to produce standard and special reports.

2 DEFINITIONS

RHD Office-wise Distribution of Posts and Personnel – is a document produced by RHD to show the current number of Class I to Class IV posts (sanctioned) and personnel (filled posts and temporary personnel) stationed in different Circles and Divisions across RHD. This is produced by the Administration and Establishment Circle and updated and re-issued as required. It would be re-issued at least once a year, or following major re-organisation.

3 RESPONSIBILITIES

Superintending Engineer - Administration & Establishment Circle – has overall responsibility for the Personnel and Organisation Databases.

Executive Engineer - Administration & Establishment Division – is responsible for accuracy of data input, output and dissemination of reports produced.

Computer Operator – inputs and outputs data from the personnel and organisation databases.

4 METHOD

4.1 DATA COLLECTION AND INPUT

These databases will be updated by the Computer Operator in the Administration & Establishment. The information to be inputted will be provided by the Executive Engineer-Administration & Establishment. The normal instances of data input will be:

- Immediately following Transfer and Posting Order;
- Retirement of one or more RHD Officers or Staff, or leaving post for another reason;
- Re-organisation Order from Ministry of Communication;
- Training completed (generally detailed to be inputted by Training & HRD Circle);
- New Officers or Staff joining the RHD.
4.2 DATA OUTPUT AND REPORTING

The main use of the database will be to provide specific information to the Administration and Establishment Circle and general information, which may be available to all RHD staff. This information would be available both directly through the database (through the website, through the intranet and through any specific reports or queries produced directly by the MIS & Estates Circle) and through reports produced from the database. These reports would be printed by the Computer Operator following instruction from the Executive Engineer, Administration and Establishment. Reports should generally be produced in Bangla and English. The following reports are particularly useful:

1. **Office-wise Distribution of Posts and Personnel.** This is described above. This report would be produced and published (on the intranet and hardcopy) by the Administration and Establishment Circle. This is used to forecast future RHD staff requirements (See OP/AE/1.2) and identify vacant posts.

2. **Transfer and Posting Report.** This report is for use of the Administration and Establishment Circle for transfer and posting (See OP/AE/2.6). It details the personnel for each post designation from SAE to ACE in the RHD. The report is sorted circle-wise. The report includes details of date of current posting, office name, circle, division (if appropriate) and sub-division (if appropriate), name and ID number, date of birth, due date for retirement and home district.

3. **Other Reports** may be required from time to time. For example a report giving the list of staff retiring from the RHD will be produced each year.

5 REFERENCES

RHD Personnel and Organisational Database User-manuals

Posts under RHD Revenue Set-up (Latest manual issued under RHD Government Order by Ministry of Communication with concurrence of Ministry of Finance and Ministry of Establishment).

6 PROCEDURE FLOWCHART - None.
1 PURPOSE AND SCOPE

This Procedure describes the process of Staff Requirement Assessment of RHD. This is done once a year to fill up the vacant sanctioned posts, to cater to the need for any new/additional posts.

2 DEFINITIONS – None.

3 RESPONSIBILITIES

Executive Engineer - Administration & Establishment Division - prepares a policy paper in respect of new posts, appointment and retention of staff as per instructions of SE-Administration & Establishment circle.

Superintending Engineer - Administration & Establishment Circle - makes an annual assessment of requirement of staff and recruitment of new personnel.

Chief Engineer - RHD - reviews the organisation and needs of the Department once a year and submits his recommendations to the Government for approval and action.

When the Government decides for a re-organisation of the Department, consultants may be engaged to assess staff requirements on the basis of present-day needs.

4 METHOD

Staff Requirement Assessment is made in the following manner:

- Once each year, an assessment is made of the total existing staff of RHD against the total sanctioned permanent Revenue posts, and Development & Work - Charge posts under Retention order.

- There are a definite number of permanent posts sanctioned by the Government against each office. These are Development, Work-Charged and Temporary Revenue posts (for which Government issues retention order each year). This strength of staff cannot be exceeded without Government approval.

- Staff Requirement Assessment is made on the basis of:

  1) Vacant posts against sanctioned & retained strength according to registers maintained in the Administration and Establishment Circle of Management Services Wing on the RHD's Database; (see OP/AE/2.1).
2) New/additional posts felt necessary by the CE as per recommendations of Zonal/Wing ACE’s and;

3) Any posts remaining to be filled according to any re-organisation in progress.

Staff required, therefore includes vacant sanctioned posts and proposed new/additional posts.

- Once the assessment of staff requirement is finalized, a proposal for recruiting the staff is prepared by the SE-Administration and Establishment, assisted by his EE, as per instructions of CE. The proposal, if agreed by CE, is sent to MoC by SE-Administration & Establishment for Government approval.

- The MoC seldom approve recruitment of any new/additional post beyond sanctioned and retained strength, unless there is an approved re-organization of the Department. Now, there is a bar imposed by the Government on any new recruitment. If, however, it is absolutely necessary, the MoC is to seek concurrence of the Ministry of Establishment.

- Staff Requirement Assessment is also made when there is a Government approved overall/partial Re-organisation of the Department resulting from present-day needs.

5 REFERENCES

OP/AE/2.1 Maintenance of the Personnel & Organisation Databases.

6 PROCEDURE FLOW CHART

The procedure flowchart for this procedure is detailed in the next page.
Annual Staff Requirement Assessment is made (SE/EE, Admin. & Estt.)

Proposal for recruitment prepared according to assessment (SE/EE, Admin. & Estt.)

Proposal for recruitment sent to MoC for approval (SE, Admin. & Estt.)

Review and Approval (MoC)

MoC receives and sends approval/non-approval to RHD (MoC)

RHD receives and processes recruitment of staff (SE/EE Admin. & Estt.)

End
1 PURPOSE AND SCOPE

This Procedure describes the process of Appointment of RHD Staff. This operation aims to ensure that RHD's staff level is in a position to help achieve the objectives of RHD. This includes appointment following recruitment of new staff and appointment following promotion.

The procedure for promotion is also described here. Very few of the posts are recruited by direct recruitment only. Most of the higher posts are filled by promotions from amongst the staff of the concerned service.

2 DEFINITIONS

PP - Project Proforma.

PSC - Public Service Commission.

3 RESPONSIBILITIES

MoC - appoints all class I gazetted officers of RHD (both under Revenue and Development head) after they are selected by the Public Service Commission and Selection Board/Committee and subsequent approval as per the current government recruitment rules.

Chief Engineer - RHD - appoints all non-gazetted staff of RHD and staff other than class 1 gazetted (both under Revenue and Development Head) after their selection as per Govt. recruitment rules.

Superintending Engineer - Administration & Establishment Circle - prepare proposal for filling up vacant posts by recruitment by Promotion and submits to MoC (for gazetted officer) on approval by CE-RHD.

Executive Engineer - Administration & Establishment Division - helps prepare staff requirement assessment by filling up vacant posts through recruitment by Promotion.

4 METHOD

4.1 TYPES OF ESTABLISHMENT

In RHD, there are two types of Establishment – 1) Regular and 2) Work charged. Regular Establishment is either permanent or temporary.

Permanent Regular Establishment is charged against revenue head, while Temporary Regular Establishment is charged both to revenue and development heads depending on the type of post.
**Temporary Regular posts** related to on-going projects (created for the sole purpose of their implementation as per provision of PP) are charged to the Development head. Temporary Regular posts, which are permanent in nature on functional basis (sub-division, division, circle level), not relating to any particular project, are charged to the Revenue head. For all temporary regular posts a year-by-year retention order of the government is required (This is not required for permanent regular posts).

**Work-charged Establishment** is treated as a temporary post and charged direct to the work. Their services are expected to be dispensed with as soon as the work for which they were recruited is completed. But, since some works are always going on in the Department, it becomes very difficult to retrench the senior members and engage new hands. The government has therefore banned recruitment of work-charged staff and Muster Roll labours.

### 4.2 ASSESSMENT AND APPROVAL FOR APPOINTMENT

For Appointment of RHD Staff, first of all, staff requirement is assessed by SE & EE, Administration & Establishment (see OP/AE/2.2). The offices of SE and EE, Administration & Establishment maintain registers of staff, including record on RHD’s Personnel Database (see OP/AE/2.1). New additional posts may also be in response to department re-organisation. For each type of post in RHD, the total number of posts are fixed by Government sanction, which cannot be exceeded. From these data, it can be assessed, how many vacant posts there are against each type of post and how many new additional posts can be filled by recruitment. Thus, assessment of requirement of staff, without crossing the sanctioned limit of each type of post (e.g. SDE, EE etc.) is made at any time for each type of establishment (e.g. Regular Temporary, Regular Permanent).

The proposal for Appointment of staff of RHD is on the basis of assessment of requirement of staff. This is prepared by SE-Administration & Establishment, assisted by EE-Administration & Establishment. In the proposal, it is clearly stated how many of each type of posts are sanctioned by the government, how many of these are vacant, and how many to be filled by recruitment. The dates from which the posts are lying vacant are also indicated in the proposal.

Requirement of staff for appointment by direct recruitment and for appointment by promotion from immediate lower level are clearly indicated. For appointment by promotion, specific proposal of names of staff against each post is furnished with their service records. Recruitment of class 1 gazetted engineering cadre posts for RHD is spelt out by an amendment to the Bangladesh Civil Service Recruitment Rules, 1981 vide Ministry of Establishment Notification No. S.R.O.92-L/85/ME/(RV)R-1(E-XIV)/84 dated 13th February, 1985 (See Reference 2). The method of recruitment of non-Engineering gazetted posts and non-gazetted posts is spelt out by Ministry of Communications, Road and Road Transport Division Notification No.S.R.O.29-L/85 dated 9th January 1985 (See Reference 3).
proposals for recruitment are then placed before CE, RHD. If he consents to the proposal, it is sent to MoC by SE-Administration & Establishment, for clearance for recruitment, with the concurrence of the Ministry of Establishment as required by government recruitment rules.

If the MoC agrees with the proposal of recruitment for filling up the vacant posts, the MoC seeks clearance from the Ministry of Establishment for the posts to be directly recruited. The process of recruitment and appointment by promotion for different types of staff is initiated as per government recruitment rules, while that for direct recruitment and appointment is initiated after getting clearance from the Ministry of Establishment.

4.3 **Appointment by Direct Recruitment**

For appointment of staff directly, recruitment is made first (according to staff requirement assessment approved by MoC with the concurrence of the Ministry of Establishment, see OP/AE/2.2) as per procedure in Government Recruitment Rules for direct recruitment and amendments to these Rules (See Reference 1, Chapter 1, Part A, 1 & 3). Once selection for recruitment is made, appointment is made to different classes of staff by different appointing authorities.

Class-1 gazetted directly recruited staffs of RHD are appointed by MoC after their selection by the Public Service Commission through competitive examination according to the recruitment Rules and the amendments thereof (See Reference 1, Chapter 1, Part A, 1 & 3). Staffs other than class-1 gazetted are similarly appointed by the CE-RHD after selection. Before appointment of directly recruited staff, different number are to be fixed, as per relevant Rules for different quotas (see Reference 1, Chapter 1, Part B)

4.4 **Appointment by Promotion**

For appointment of staff by promotion, recommendation for selection is made by examination, selection boards and selection committees, depending on the types of posts. This is according to government rules for promotion and amendments thereof (See Reference 1, Chapter 3). After approval of selection for promotion by appropriate authority, appointment to class -1 gazetted posts are made by MoC, while appointment for others are made by the Chief Engineer for RHD on behalf of the Government.

5 **REFERENCES**

Establishment Manual – Volume 1(Published by Ministry of Establishment, compiled up to 31st December, 1995). In particular refer to:

Chapter 1, Part A, Item 5, Bangladesh Civil Service (Age, Qualification and Examination for Direct Recruitment) Rules, 1982 and its amendments.

Chapter 1, Part B, Item 1 & 2, Quota System for recruitment/appointment

Chapter 3, Promotion/Selection Committees.


6 PROCEDURE FLOWCHART

The procedure flowchart for this procedure is detailed in the next page.
RHD Operational Procedure – Management Services Wing

OP/AE/2.3 - Appointment and Promotion of Staff

Administration & Establishment Circle - Administration & Establishment Division

Approved:

Start

Prepare assessment of staff requirement and proposal for filling up vacant posts following recruitment or promotion (SE & EE Admin. & Estt)

No

Approval of Appointment (CE, RHD)

Yes

Submit proposal for filling up vacant posts to MoC (SE, Admin. & Estt)

No

Approval (MoC)

Recruitment Route

(If promotion not possible)

Yes

Promotion Route

(Gazetted & Non-Gazetted) (Engineering & Non-Engineering cadres)

Action for selection for direct recruitment (PSC)

Orders for recruitment/promotion/appointment

Appoints Class I staff (MoC)

End

Selection Boards/ Committees takes action for selection & processing approval for promotion

PSC takes action for selection and process approvals for promotion

In General up to SDE

Receives selection for promotion/recruitment and then issues orders for recruitment/appointment or promotion/appointment (MoC)

Appoints other staff (CE, RHD)

If promotion not possible)

To SAE level

Yes

Approval for direct recruitment (Min. of Estt.)

No

In General, EE and higher levels

Start
1 PURPOSE AND SCOPE

This procedure describes the process of Retention of RHD staff. This only applies to temporary staff.

Temporary staffs are recruited to temporary posts in RHD (both revenue and development) and are appointed to different posts (e.g. by deputation to a project) in the same way as permanent staff. Most of these temporary staff posts are considered by the RHD to be required on a permanent basis. Therefore the RHD seeks to either change these temporary posts into permanent posts or retain these temporary staff on an annual basis.

All temporary Regular Posts of RHD need year-by-year retention order from the MoC, with the concurrence of MoF, against the government sanction of total nos. of each such post. This is necessary to retain their services for each year they render their services, in order to get their salary. Their posts cannot be deemed to be retained until a retention order is there each year.

2 DEFINITIONS – None.

3 RESPONSIBILITIES

MoF - is responsible for giving concurrence to the annual retention of all temporary regular posts of RHD against total nos. of government sanction of each post.

MoC - is responsible for recommending the annual retention of temporary regular posts of RHD to MoF.

Chief Engineer - RHD (CE-RHD) - scrutinizes the proposal of retention of all temporary regular posts of RHD, prepared by SE-Administration & Establishment, for submission to MoC, for seeking concurrence of MoF and for approval.

Superintending Engineer - Administration & Establishment Circle - prepares the proposal of annual retention of all temporary regular posts of RHD and when CE-RHD consents to the proposal, submits it to MoC.

Executive Engineer - Administration & Establishment Division - prepares the statement of all temporary regular posts of RHD, to facilitate preparing proposal for retention by SE-Administration & Establishment.

4 METHOD

Retention of staff is a regular annual feature of RHD. RHD is required to seek Retention order from MoC, with the concurrence of MoF, for retaining its temporary regular staff, on a year-by-year basis.
This is due to the fact (in theory) that all the temporary regular staff might not be required to be retained. (They may not be needed as the project/s for which they were recruited temporarily have been completed, or some of the temporary posts created on functional basis in sub-division, district or circle level are no longer needed. However, as noted above, most temporary staff either fill revenue posts or are usually still required to be retained for new projects). The annual retention order is required for staff under temporary regular establishment posts to receive their salaries. For permanent regular staff of RHD, no retention order is required.

Registers of staff are maintained in the offices of SE and EE, Administration & Establishment. From these registers, now stored on the RHD’s organisation and personnel databases, the posts under Temporary Regular Establishment can be identified.

At the end of each financial year, the EE-Administration & Establishment prepares a list of all Regular Temporary Staff of RHD.

The SE-Administration & Establishment then prepares a proposal for retention of Temporary Regular Staff who are included within the sanctioned posts of RHD, and whose services are required to be retained. The justification for retaining their services is clearly stated in the proposal.

The CE must then review the proposal. If he agrees to the proposal, the SE-Administration & Establishment submit it to MoC for approval, with the concurrence of MoF. If the CE does not agree, the SE-Administration & Establishment resubmits the proposal to CE, according to his instructions.

The MoC, on receipt of the proposal of retention of staff of RHD, scrutinizes it. If it agrees to the proposal, it seeks clearance of MoF. If MoC does not agree, it returns the same to RHD for resubmission. The MoF also scrutinizes the proposal and if it agrees, gives clearance for retention of the staff, if not, returns to RHD for resubmission.

The MoC issues retention order, on receipt of clearance of MoF and notifies RHD.

The SE-Administration & Establishment then informs all about the approval of retention of staff.

5 REFERENCES - None.

6 PROCEDURE FLOWCHART

The procedure flowchart for this procedure is detailed in the next page.
Start

Prepares list of staff under Temporary Regular (EE-Admin. & Estab.)

Registers of staff (including on RHD PIMS database)

Identify any temporary posts (and staff) no longer required & submit to CE (SE-Admin. & Estab.)

Prepares a proposal of retention of staff still required and Temporary Regular Estt. & submit to CE (SE-Admin. & Estab.)

Approval (CE)

No

Approval (CE)

Yes

Submit the proposal to MoC (SE-Admin. & Estab.)

Agrees or not (MoC)

Yes

No

Agrees or not (MoF)

Yes

Retention order for RHD's Temporary Regular Staff

Receives concurrence for proposal of retention issues orders & notifies CE/SE-Admin. & Estab. (MoC)

Receives Retention order and notifies all (SE-Admin. & Estab.)

Update Personnel Information Management Systems (PIMS) Database (if required) (Computer operator)

End

Yes

Yes

Yes

Yes

No

No

No

No

Yes

These staff (and posts) are not renewed

Prepare list and submit proposal for changing temporary post into permanent posts (As this process takes time temporary staff are generally retained in the interim period) (RHD)
1 PURPOSE AND SCOPE

This procedure describes the process of "Retrenchment of staff" of RHD. This can be initiated, only if the government makes specific orders, with rules, in order to decrease the strength of staff, at any time. This might be required by the government if it decides to re-organise the RHD in a bid to decrease the strength of staff.

2 DEFINITIONS – None.

3 RESPONSIBILITIES

The appointing authority (MoC for gazetted Officers, otherwise CE, RHD) may effect retrenchment of staff only if there is specific orders of the government. In this respect detailing of all formalities, such as; giving notice, compensation, re-employment etc. would be supplied through the Ministry of Communications.

4 METHOD

- No retrenchment of staff would normally be made unless there is a specific order of the government detailing all formalities to be adhered to before such retrenchment.

- If there is a government order, the appointing authority need to issue orders for and initiate retrenchment of staff, including setting out all the procedures required.

5 REFERENCES - None.

6 PROCEDURE FLOWCHART - None.
1 PURPOSE AND SCOPE

This procedure describes the process of transfer and posting of RHD officers of RHD. It is required for administrative reasons, to run the affairs of RHD smoothly at all tiers of its organization. The purpose should be to maximise the outputs towards achieving its goals.

2 DEFINITIONS – None.

3 RESPONSIBILITIES

Chief Engineer - RHD - issues transfer and posting orders of all RHD officers as per government rules, up to the level of Executive Engineer. Superintending Engineer and higher officer's transfer and postings are the responsibility of the MoC.

Superintending Engineer - Administration & Establishment Circle - prepares proposal for transfer and posting and places before the CE.

Executive Engineer - Administration & Establishment Division - prepare a statement from the registers of staff maintained on the RHD database and places before the SE-Administration & Establishment. The statement shows the date when the staff would complete three years of tenure in the place of posting.

4 METHOD

4.1 RELEVANT GOVERNMENT RULES

The transfer and posting of RHD officers is regulated by the government rules referred to below:

Establishment Division's memos:

Memo no. ED/SA1-1/82-232 (100) dated 24th May, 1982
Memo no. ED/SA1-1/82-265 (100) dated 11th June, 1982
Memo no. ED/SA1-1/82-264 (100) dated 11th June, 1982
Memo no. ED/SA1-74/83-252 (300) dated 6th June, 1983
Memo no. ED/SA1-3/83-257 (100) dated 13th June, 1983
Memo no ME-(Reg-IV) -175/83-87 dated 25th August, 1983
Memo no ME (AD-3)-38/84-631 dated 13th August, 1986
4.2 KEY ASPECTS

Key aspects to the process of transfer and posting include:

Class III & IV employees of RHD are not transferable as per government rules.

In general, RHD officers are transferred to a new posting upon completion of three years of tenure in the current posting, as per government rules, unless there are apprehensions that there might be problems in running the affairs due to sudden transfer of a specialist/technical staff.

As a general rule, a government servant should be retained in the same department/station during the last three years of his service before retirement. Exceptions, however, may be made by the government in exceptional cases required by exigencies of public service or if the government servant is not fit to discharge the duties of the new post satisfactorily.

Transfer and posting orders should state specifically the date for leaving the old place of posting and joining the new post. Where change of place is not required, joining in new place of posting after handing over charges is generally within seven days. Where change of place is necessary, joining in the new place, after handing over charges, is generally within fourteen days of issue of transfer and posting order. This allowance of time for taking over the new positions will be stated in the order.

An order of transfer and posting can only be cancelled, amended or kept in abeyance by an office one step higher than the one which issued the order.

Generally transfer and posting orders should be made in the public interest. Transfer orders should not be made for harassment. So, all pros and cons of the effect of transfer and posting should be considered before issuing such orders.

4.3 TRANSFER AND POSTING PROCEDURE

For transfer and posting of RHD officers first of all, a statement is prepared by EE-Administration and Establishment from the RHD personnel/organisation database reports. The statement should list those...
who will very shortly complete three years of their tenure in their present place of posting. He will then submit the statement before SE-Administration & Establishment.

The SE-Administration & Establishment then prepare a proposal for transfer and posting of the staff without marking the places of new posting.

The CE-RHD gives instructions to SE-Administration & Establishment about the new places of posting of the staff.

The SE-Administration & Establishment then prepares transfer and posting orders according to these instructions and places the orders before the CE for approval.

On receiving approval of the orders, SE-Administration & Establishment issues the transfer and posting orders and updates the RHD personnel database when the orders become effective.

In the case of SE-Admin. & Estab. and above, transfer and posting is the responsibility of the Ministry of Communications on the basis of proposal and advice of the CE. While orders for transfer and posting are issued by the MoC, the SE-Administration & Establishment must still ensure update of the RHD database when these orders become effective.

For non-gazetted RHD staff eligible for transfer and posting, this is the responsibility of the EE-Admin. & Estab., but is done only under special circumstances (not on a routine basis but in response to specific needs).

5 REFERENCES


6 PROCEDURE FLOWCHART

The procedure flowchart for this procedure is detailed in the next page.
Start

Prepares statement of officers/staff who will shortly complete three years of tenure & submits to SE (EE-Admin. & Estab.)

Registers of staff RHD’s Database

Prepares a proposal of transfer & posting of officers/staff without marking the places of posting & places before CE (SE-Admin. & Estab.)

Gives instructions to SE-Admin. & Estab. about new places of posting (CE-RHD)

Prepares transfer & posting orders according to CE’s instructions & places before him for approval (SE-Admin. & Estab.)

Approval (CE-RHD)

Yes

Issues transfer & posting orders (SE-Admin. & Estab.)

End

Transfer & posting orders

No

Update RHD Personnel Database when order becomes effective (SE/EE-Admin. & Estab.)

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1 PURPOSE AND SCOPE

This describes the process of Maintenance of Disciplinary Register in the office of the Executive Engineer, Enquiry Division. It is useful to keep records of all disciplinary events to facilitate reference to enable the authority to take administrative decisions in the matters of RHD staff when required.

2 DEFINITIONS

Disciplinary Register - is a register of records of disciplinary matters of RHD staff, both gazetted and non-gazetted.

3 RESPONSIBILITIES

Executive Engineer - Enquiry Division - is responsible for maintaining the Disciplinary Register.

Assistant Engineer - Enquiry Division - assists the Executive Engineer in keeping records of all disciplinary events.

4 METHOD

The Executive Engineer, Enquiry division prepares draft charges, statements of facts/allegations of complaints, when they are received by appointing authorities. He also prepares reports of progress of enquiries and court cases. It is also his responsibility to keep in custody the Annual Confidential Reports of staff and officers of RHD (except those which are sent to the MoC). He is sometimes required to present the case before the Enquiry Officer and sometimes acts as Enquiry Officer himself. The Assistant Engineer assists in discharging these responsibilities and keeping the secrecy of all disciplinary matters of RHD staff.

To discharge the above responsibilities efficiently and effectively, the Executive Engineer should, therefore, maintain the following Disciplinary Registers, which contain all the details of complaints, enquiries, court cases and Annual Confidential Reports:

<table>
<thead>
<tr>
<th>Register of complaints against RHD staff</th>
<th>One for gazetted and one for non-gazetted staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Register of Enquiries against RHD staff</td>
<td>Ditto</td>
</tr>
<tr>
<td>Register of Court Cases against RHD staff</td>
<td>Ditto</td>
</tr>
<tr>
<td>Register of anti-corruption cases against RHD staff</td>
<td>Ditto</td>
</tr>
<tr>
<td>Register of Annual confidential reports of RHD staff</td>
<td>Ditto</td>
</tr>
<tr>
<td>Attendance Register for RHD staff</td>
<td>One register only (both Gazetted and non-gazetted staff)</td>
</tr>
</tbody>
</table>
5 REFERENCES - None.

6 PROCEDURE FLOWCHART – None.
1 PURPOSE AND SCOPE

This procedure describes the process of establishing an Enquiry officer or Board of Enquiry, who will then conduct an enquiry and submit findings regarding allegations against RHD staff. This is required to resolve cases of allegation against RHD staff and take any necessary penal measures to ensure discipline and good conduct in RHD.

2 DEFINITIONS

**Appointing Authority** - The secretary of the MoC (or the President) may act appointing authority for Class I officers and the Chief Engineer for Class II officers as bellow (see Establishment Manual).

**Enquiry Officers or Board of Enquiry** - There are generally Class I RHD officers not below the rank of the accused.

3 RESPONSIBILITIES

It is the responsibility of the Appointing Authority to appoint Enquiry Officer/Board of Enquiry.

4 METHOD

4.1 PRELIMINARY ENQUIRY

After receiving a complaint (from any person, paper news, MP, Minister etc) the ACE/SE/EE/SDE – Field will request to the Appointing Committee an enquiry committee to enquire the matter primarily. This will follow the procedure as set out in AE/3.3. The result of this preliminary enquiry will the production and submission of an enquiry report, including details of the penalty. This will be submitted to the Chief Engineer. Upon receipt of the Enquiry report from any preliminary enquiry the Appointing Committee (CE or Secretary of the MoC) shall review the report and order appropriate action.

4.2 DEPARTMENTAL ENQUIRY

Should the matter be of a serious nature, the CE may request a full departmental enquiry to be carried out. This will follow the same procedure as above (see AE/3.3) but the Board of Enquiry will be carried out directly by the Appointing Authority.

4.3 GOVERNMENT RULES

Enquiry into allegations against RHD staff is regulated by Govt. Rules. They are as follows:

b) The public Employees Discipline (Punctual attendance) ordinance 1982 (From page 906 to 908 of the same Manual as stated in (a) above).

c) The Governments servants (conduct) Rules, 1979 (From page 912 to 928 of the same Manual as stated in (a) above).

d) There are some other relevant rules in the same Manual (From page 885 to 937), which may be referred to, if required.

The appointing authority receives allegations against RHD staff, charges are framed and penalties are proposed according to Govt. Rules. Depending on the nature of charges and whether likely penalties are minor or major determines whether an Enquiry officer or a Board of Enquiry consisting of three officers is appointed.

The appointing authority of the accused staff appoints an Enquiry officer or a Board of Enquiry not below the rank of the accused, as per government rules. The Enquiry officer or the Board of Enquiry is charged with conducting the enquiry and submitting the report of findings with reasons and recommendations. The Enquiry officer or Board of Enquiry shall give his/its findings as to whether the accused is guilty or not guilty of each charge, but not recommendations for penalties to be imposed. The grounds against the findings should be stated in specific terms.

The Enquiry officer or Board of Enquiry is informed about their appointment by the appointing Authority. They are supplied with the charges framed and penalties proposed against the accused. The accused is also informed about their appointment and the charges framed and penalties proposed against him. A person is nominated by the appointing authority to present the case in support of the allegations.

5 REFERENCES


2. OP/AE/3.2 – Processing of Enquiry & Enquiry Reports.
6 PROCEDURE FLOWCHART

The flowchart for establishing Enquiry officer/Board of Enquiry is shown below:

- **Start**
- Receives allegations against RHD staff, frames charges and likely penalties & determines whether to appoint an Enquiry officer or a Board of Enquiry (Appointing Authority)
- Appoints Enquiry officer/Board of Enquiry not below the rank of the accused, to conduct Enquiry and submit findings. (Appointing Authority)
- Informs the Enquiry officer/Board of Enquiry and the accused about the appointment and the charges. (Appointing Authority)
- **End**
1 PURPOSE AND SCOPE

This procedure describes how the Enquiry & Enquiry Reports of RHD are processed. This aims is to determine whether allegations brought against an accused staff is valid.

2 DEFINITIONS

Appointing Authority - The secretary of the MoC (or the President) may act appointing authority for Class I officers and the Chief Engineer for Class II officers as below (see Establishment Manual).

Enquiry Officers or Board of Enquiry - There are generally Class I RHD officers not below the rank of the accused.

3 RESPONSIBILITIES

Enquiry against an accused staff of RHD and the processing and submitting of the enquiry report is the responsibility of an Enquiry officer or a Board of Enquiry appointed by the relevant Appointing Authority.

4 METHOD

4.1 OVERALL ENQUIRY PROCEDURE

Enquiry is made against allegations of poor staff conduct in relation to: conduct order or service discipline; contrary to any provision of the Govt. Servants (conduct) Rules, 1979; unprofessional behaviour. This includes:

- disobedience to lawful orders of superior officers;
- gross negligence of duty;
- flouting of Government orders, circulars and directions without any lawful cause; and submission of petitions before any authority containing wild, vexatious, false or frivolous accusation against a Government Servant.

Grounds for imposing penalty by the authority are where the accused is guilty of inefficiency, misconduct, desertion, corruption or engagement in subversive activities where his retention in service is considered prejudicial to national security.

Two kinds of penalties may be imposed: minor penalties and major penalties;

Minor penalties include:
Censure;

Withholding for a specified period: promotion annual pay increment or financial advancement or post;

Stopping, for a specified period, at an efficiency bar in the time-scale for promotion (otherwise than for unfitness to cross such bar);

Recovery the whole or any part of any pecuniary loss by negligence or breach of orders from pay or gratuity;

Reduction to a lower stage in the time-scale for promotion;

Major penalties include reduction to a lower post or time scale, compulsory retirement, removal or dismissal from service.

Removal order from service;

Penalties that may be imposed: -

Inefficiency due to infirmity of mind or body – any penalty except censure or dismissal from service;

For any other inefficiency – any penalty except dismissal from service;

For misconduct – any penalty;

For desertion – any penalty;

For corruption or subversion – compulsory retirement, removal or dismissal from service.

4.2 ENQUIRY PROCEDURE IN CASE OF SUBVERSION

1. The appointing authority may require the Government servant concerned to proceed on such leave as may be admissible to him and from such date as may be specified in the order;

   a) shall, by order in writing, inform him of the action proposed and the grand for the action; and

   b) shall give him reasonable opportunity of showing cause against that action before an enquiry committee is constituted;

(However, no such opportunity shall be given where the president is satisfied that in the interest of the security of Bangladesh it is not expedient to give such opportunity).

2. The Enquiry Committee is then constituted (see OP/AE/3.3).

3. The Enquiry Committee shall hold as enquiry and submit its findings to the appointing authority, and the appointing authority shall act on the findings as it deems fit.
4.3 ENQUIRY PROCEDURE IN CASES CALLING FOR MINOR PENALTIES

When a Government servant is to be proceeded against Inefficiency or Misconduct or Desertion and the authority is of the opinion that the allegation, if established, would call for a minor penalty heavier than that of censure, the authority shall:

Make the allegations against the accused in writing and call him to explain his conduct within a period of seven working days from the date of receipt by the accused, and state whether he desires to be heard in person; and

Consider the explanation of the accused (if any) submitted within the specified time and, if he desires, give him an opportunity of being heard in person. If no explanation is submitted within the specified time, any of the minor penalties may be awarded.

On receipt of the findings of the Enquiry officer, the authority shall take final decision in the case or may order such further enquiry if he considers necessary.

When a Government servant is to be proceeded against inefficiency or desertion and the authority is of the opinion that the allegations, if established, would call for the penalty of censure, the authority may impose the penalty after the hearing is heard and recorded. If, however, the accused does not (or refuses) to appear, the penalty may be imposed directly, or if the allegation is established, then a penalty higher than that of censure shall be imposed. If the accused demands the allegation be communicated to him in writing, then the procedure laid down above shall be followed and, if the allegation is established, the penalty higher than that of censure shall be imposed.

4.4 ENQUIRY PROCEDURE IN CASES CALLING FOR MAJOR PENALTIES

When a Government servant is to be proceeded against inefficiency or misconduct or desertion or corruption, and the authority is of the opinion that the allegations, if established, would call for a major penalty, the authority shall:

Frame a charge and specify therein the penalty proposed to be imposed, and communicate it to the Government servant together with a statement of allegations on which it is based and of any other circumstances which the authority proposes to take into consideration when passing orders on the case:

Require the accused to submit, within ten working days from the day the charge has been communicated to him a written statement of his defence, and also to state whether he desires to be heard in person;

If the accused prays for extension of time before the expiry of the specified period, the authority may allow him such an extension up to ten working days.
Where the accused submits his statement of defence within the specified or extended time, the authority shall consider such statement together with all materials relating to the charge and if, after such consideration, the authority is of the opinion that: -

There is no good ground for proceeding it shall withdraw the charge.

There is good ground for proceeding but the allegation, if established, would call for minor penalty, it may after giving him an opportunity of being heard in person, award any of the minor penalties or follow the procedure laid down in ‘procedure calling for minor penalties’ as stated above.

There is good ground for proceeding against the accused for imposition of major penalty, it shall appoint an Enquiry officer (not below the rank of that of the accused) or a Board of Enquiry to enquire into the allegation in the charge.

Where the accused does not submit his statement of defence within the specified or extended time, the authority shall appoint an Enquiry officer (not below the rank of that of the accused) or a Board of Enquiry to enquire into the allegations contained in the charge within ten working days from the date of expiry of the specified or extended time.

The Enquiry officer or Board of Enquiry, as the case may be, shall start holding of the enquiry within seven working days from the date of receipt of the order of enquiry and shall conduct the enquiry in accordance with the procedure laid down in ‘procedure to be followed by Enquiry officer’ and submit his or its finding to the authority.

On receipt of the report of the findings of the Inquiry officer or the Board of Enquiry, the authority shall consider the report and record its decision on the charge and communicate the same together with a copy of the report to the accused.

If the authority decides under the above rule to impose any major penalty, it shall ask the accused to show cause, within seven working days why the proposed penalty shall not be imposed on him.

When consultation with the Public Service Commission is necessary for imposition of major penalty, the authority shall, forward the proceedings, together with the cause shown, if any, by the accused within the time specified in sub-rule (6) above to the Public Service Commission for advice.

The authority shall take final decision on the proceedings: -

Where consultation with the Commission is not necessary, after considering the cause shown, if any, by the accused within the time specified in sub-rule (6) above:

Where consultation with the Commission is necessary after considering the cause shown, if any, by the accused and the advice given by the Commission and communicates the same to the accused:
The proceedings of an enquiry shall contain sufficient record of the evidence and, where an enquiry officer or Board of Enquiry is appointed, also the report of the finding of the Enquiry officer or Board and the grounds thereof. Procedure to be followed by Enquiry officer: -

The Enquiry officer shall hear the case from day to day and no adjournment shall be given except for reasons to be recorded in writing.

The Enquiry officer shall hear oral evidence and record such of the allegations as are not admitted and, documentary evidence relevant or material in regard to the charge shall be considered- The accused shall be entitled to cross examine the witnesses against him, to give evidence in person and to have such witness called for the defence as he may wish. The person presenting the case in support of the charge shall be entitled to cross-examine the accused and the witnesses examined in his defence. The accused may also consult relevant files, but he shall not have access to the note portion of the files;

Provided that the Enquiry officer may, for reasons to be recorded in writing, refuse to call for a particular witness or to summon or admit a particular evidence.

The accused may, if he so desires, adduce oral evidence in his defence which shall be subject to such cross-examination as may be necessary.

The authority may nominate any person to present the case in support of the charge before the Enquiry Officer.

If the Enquiry officer is satisfied that the accused is hampering or attempting to hamper the progress of the enquiry, he shall administer a warning and if thereafter he is satisfied that the accused is acting in disregard of the warning, he shall record a finding to that effect, and proceed to complete the enquiry in such manner as he thinks best fitted to do substantial justice.

If the Enquiry officer is satisfied that the conduct of the accused amounts to contempt of his office, he shall record the relevant facts and circumstances relating to such contempt and inform the authority on the matter, whereupon the authority may, if deems fit, proceed against the accused separately, for misconduct.

The Enquiry officer shall, within seven working days, of the conclusion of the proceedings submit his findings and grounds therefor to the authority.

The Enquiry officer shall give his findings starting whether the accused is guilty or not guilty on each charge and he shall not give any recommendation regarding punishment or otherwise.

The authority may, in any case it deems fit, instead of appointing an Enquiry officer, appoint a Board of Enquiry consisting of three persons.
No proceeding or decision of a Board appointed by the authority shall be invalid or be called in question merely on the ground of absence of any member thereof in any sitting of the Board.

4.5 **PROCESSING OF ENQUIRY & ENQUIRY REPORTS**

The appointing authority of the accused appoints an Enquiry officer/Board of Enquiry. He/it is supplied with the papers on charges/allegations against the accused, for according to government rules. The appointing authority may nominate any person to present the case in support of the charges.

The statement of allegations and the proposed penalties against each of the charges are supplied to the accused, by the appointing authority. He is asked to submit his replies in defence and indicate whether he wants to be heard in person before the Enquiry officer or Board of Enquiry, appointed for the purpose.

On being appointed, the Enquiry officer or Board of Enquiry notifies the accused about the enquiry, by registered post, ensuring that he receives it. He/it requests the accused to submit his replies in defence and to indicate whether he wants to be heard in person. He/it also forwards a copy of the notice to the person nominated by the appointing authority to present the case.

On receipt of the replies in defence, the Enquiry office Board of Enquiry takes either of the following courses of action:

If the accused does not want to be heard in person, the Enquiry officer/Board of Enquiry notifies the person nominated for presenting the case.

If the accused gives his consent to be heard in person, then he is notified to appear on a specified date to and, a copy is forwarded to the person nominated to present the case in support of the allegations.

The person appears for presenting the case in support of the allegations (when the accused is not heard in person) before the Enquiry officer/Board of Enquiry. The case is heard and details and notes made. The allegations, which are not admitted by the accused in his written replies, are recorded and documentary evidence relevant to the charges examined. Any witnesses required are notified. If required, the enquiry may verify facts/records in the places/offices of occurrences and record statements relevant to the allegations. The witness, statements are recorded and initialled by them.

Alternatively, both accused and the person presenting the case in support of the allegations appear on the specified date. The case is heard in person, and notes made. Any charges not admitted are recorded. Documentary evidence is examined, and the accused is cross-examined. The accused is allowed to see any file (but not the note portion). The statements of the accused and the cross-examination are recorded and initialled. Witnesses are notified, interviewed, and cross-examined. The Enquiry officer/Board of Enquiry may verify the facts/records in the places/offices of occurrences and
record statements relevant to the allegations. The Enquiry officer/ Board of Enquiry must note attempts
by the accused to hamper progress of the enquiry and if necessary, warns the accused. If the accused
disregards this, their findings are recorded and the enquiry is completed.

Once the enquiry proceedings are completed, the Enquiry officer/Board of Enquiry writes an enquiry
report giving all the details of the allegations, the statements recorded, the proceedings of cross-
examinations, their findings and recommendations. This will state whether the accused is guilty or not
guilty on each charge, but not give any recommendation regarding punishment or otherwise. The report
is submitted to the appointing authority within seven working days of the conclusion of the proceedings.

5  REFERENCES

Establishment Manual (Volume - I) Published by Ministry of Establishment (compiled upto 31st
December, 1995).

6  PROCEDURE FLOWCHART

The procedure flowchart for this procedure is detailed in the next page.
Receives complaints and appoints Enquiry officer/Board of Enquiry (see OP/AE/3.3)

Notifies accused to submit replies in defence and indicate if wants to be heard in person (Enquiry officer/Board of Enquiry)

Receives replies and gives consent/no consent. Notifies the accused. (Enquiry officer/Board of Enquiry)

Case head and Enquiry proceedings completed. Prepares and submits report. (Enquiry officer/Board of Enquiry)

Receives Enquiry reports. Either and takes decision. (Appointing authority)

Sends to the Commission for advice on major penalty (Appointing authority)

Gives advice within specified date (Public Service Commission)

Takes final action about penalty (Appointing authority)

End
1 PURPOSE AND SCOPE

This procedure describes how RHD guard Key Point Installations to prevent acts of sabotage, fire, damage etc, to ensure their safety around the clock.

2 DEFINITIONS

Key Point Installation - RHD’s Security Division currently (2003) manages the security of key point installations including major bridges (bridges exceeding 90m in length) throughout the country and the Central RHD workshop, Dhaka. They also look after the security of other vital installations, which include:

- Sarak Bhaban HQ Dhaka, and Sarak Bhabans in Chittagong, Khulna, Rajshahi, Rangpur, Comilla, Sylhet, Faridpur, Barisal, Mymensing, Jessore, Dinajpur, Natore, Pabna, Perojpur and Rangamati;
- Different workshop divisions/ sub divisions, equipment control divisions and ferry divisions/sub divisions;
- Different RHD ferry crossings, procurement divisions and BRRL, Dhaka.

In total, they manage the security of 34 key point installations and 36 vital installations (2003).

KPIDC - Key Point Installation Defence Committee. Normally KPIs are to be declared by this Committee.

3 RESPONSIBILITIES

The Chief Security Officer - is the Controlling officer for the security of all key point installations.

Deputy Director - Security - assists the Chief Security Officer in overall operation and management of the security of the key point Installations.

Assistant Director - Security - assists the Deputy Director manages the security of the key point installations effectively.

Senior Security Officer - Head Quarters - assists the Assistant Director.

Senior Security Officers - Zones - in some zones they are responsible for the security of the key point installations of the zones.

Security Officers - in some zones are responsible for management of the security of the key point installations.
4 METHOD

Managing Security of the Key Point Installations:

Each key point installation is guarded on the spot by one security guard and one security supervisor/security head guard in each eight-hour shift, for three shifts a day. They are equipped with a stick (Lathi). While on duty, they are in uniform. They ensure the security of the Key Point Installation by guarding it round the clock. They prevent any act of sabotage themselves first, and keep constant vigil over the surroundings. If some sort of unruly activities of sabotage take place that might destroy/damage the installation, they inform the armed police/Ansar/Army/Bangladesh Rifles promptly through their zonal office so suitable action is taken. In case of fire, they inform the Fire Brigade.

The activities of the security guard and security supervisor/security head guard on the spot is overseen by either the senior security officer, security officer or assistant security officer, stationed in the zonal office. They supervise by field visits, provide adequate support of manpower and ensure armed police/Ansar/Army/Bangladesh Rifles and Fireservice Brigades respond at times of need.

The working of these zonal security officers and their field teams of security guards, security supervisors and head security guards is ensured by periodic supervision from Dhaka by the chief security officer and the deputy director, security. Any lack of guarding and lapses/malpractices on the part of the field/zonal staff is promptly dealt with.

5 REFERENCES

OP/AE/4.2 – Training of security staff.

6 PROCEDURE FLOWCHART - None.
1 PURPOSE AND SCOPE

This procedure describes the process of training RHD security staff. The purpose is to groom them to the required level to meet the demands of keeping the security of key point installations and vital installations of RHD out of danger from any sabotage or damage, around the clock.

2 DEFINITIONS - None.

3 RESPONSIBILITIES

Deputy Director - Security - is responsible for arranging training of RHD security personnel. He arranges courses for training security guards in the zones at least once a year. He arranges training of guards in the Ansar Camp every year on zonal basis. He also arranges training with National security Intelligence and the fire brigade.

Senior Security Officer/Security Officer - Zone - is responsible for local training of security guards in the zones at least once in a year in respect of their nature of jobs, various assignments, duties, protective and preventive measures, behaviour with public etc. He selects and recommends suitable guards for undertaking Ansar training, fire service training etc.

4 METHOD

Training of RHD security staff is important both at the time of entry and periodically later on, to make them well groomed to discharge their responsibilities and to keep them conversant with latest techniques, exposing them to new concepts and methods:

The new entrants are trained according to their needs as designed and arranged by the Deputy Director, Security. This training is imparted by the existing personnel of the Security Division, (e.g., head security guards, security supervisors, senior security officers and assistant security officers). They are trained in respect of nature of their jobs, various assignments, duties, protective and preventive measures, behaviour with public etc.

Day-to-day training for guards is conducted on the spot to keep them physically fit and alert for performing their job of guarding and protecting the key point/vital installations of RHD. This is done by the personnel of the Security Division available on the spot.

Local training of security guards of the zones is arranged by the senior security officer/security officer under instructions from the Deputy Director, Security at least once a year according to needs.
Training of security personnel through different courses is arranged with Ansar, fire brigade, National Security Intelligence (N.S.I) and with foreign organisations at different times when offers are received. The selection is recommended by the senior security officer/security officer and training course selected and arranged with the organisations by the Deputy Director, Security. The current courses available are as follows:

- S.I. C.R – Specialist Instructor Course, Rescue.
- S.I.C.C – Specialist Instructor Course, Casualty.
- B.R.C – Bomb Reconnaissance Course.
- W.C – Warden Course.
- O.C.O.C – Officers Course and Operation Control.
- F.S.T – Fire Service Training.
- N.S.I – National Security Intelligence Course;
  (a) Senior Counter Sabotage Course.
  (b) Junior Counter Sabotage Course.
  (c) Senior Officers Security Course.
  (d) Security Course.
- C.C – Cadet Course.

Foreign Training (e.g. Transportation Development Management Course).

5 REFERENCES

Data supplied by Deputy Director, Security

6 PROCEDURE FLOWCHART - None.
1 PURPOSE AND SCOPE

This Operational Procedure describes the process as to how the legal representations in RHD litigation are made, and Appeals for losing cases are submitted in the court of law by the law division under the Management Wing of RHD. This division functions directly under the control of the Chief Engineer, RHD.

The scope of this procedure covers the litigation and appeal cases of RHD particularly those cases where in the Chief Engineer’s office is directly or indirectly involved. Typical cases include:

(a) **Cases with outside party**: typically contractor’s claims, claims on land acquisition and resettlement issues, departmental claims from leases/defaulters etc for recovery of public money.

(b) **Cases with employees**: relating to service matters.

These procedures for RHD legal representation (AE/5.1, AE/5.2 and AE/5.3) are written, in general, describing how the RHD acts as a defendant to cases brought against it, either by an outside party or employee. However, from time to time the RHD, may itself wish to take another party or an employee to court. In this instance the RHD will be bringing the case itself, not acting as the defendant. This process is not described in detail in these procedures.

2 DEFINITIONS

**Affidavit** - It is a written statement or declaration/document in the name of a person, such as the RHD law officer, by whom it is voluntarily signed, sworn to or affirmed and certified before the registrar of the high court or authorised person in the lower court. The document contains the reply(ies) from the respondent and petition from the petitioner, statement of facts and annexes (evidences) etc of the cases which is required in connection with trial to be submitted to the court of law and is always made ex-prate, without cross examination, notice to the other party.

**Paper-book** - This is a bounded book, which contains details of all sets of document (replies, references, evidences etc) relating to the litigation prepared by the law officer for presenting before the Judge.

**Attorney General (AG)** - is the chief law executive for the state, and the highest legal adviser of the government. This is a constitutional post for dealing with the affairs of law in favour of the government appointed by swearing oath before the President of the Government of Bangladesh. He is the final authority to advise in legal matters as well as pleading in the high court on behalf of the government.
Deputy Attorney General (DAG) - is a government appointed law officer for the state. He acts as a pleader for cases in the honourable High Court Division in selected courts on behalf of (different department) of the government.

Assistant Attorney General (AAG) - is a government appointed law officer for the state. He acts as a pleader for cases in the honourable High Court Division, in selected courts on behalf of (different departments) of the government.

Panel Advocate - is a government lawyer for the state dealing with the affairs of the service cases in the Administrative Tribunal and the Administrative Appellate Tribunal.

Cause-list - It is a list which contains the list of cases for each working day which includes, Title of the case, court location/no, judges name, petitioners and respondents name, etc.

AOR - it is an acronym of Advocate on Record. AOR is a government appointed post in the judiciary division of Law Ministry located in the Supreme Court for pleading appeal cases in the Supreme Court.

GP - Government Pleder - A GP is appointed by the government in each district. He pleads for civil cases in the district on behalf of (different departments) of the government.

Solicitor - a legal adviser of the government who deals with the legal affairs of all government departments. He is appointed by the government in the Judiciary Division of the MOL & PA.

Deputy Solicitor - he is appointed by the government in the Judiciary division of MOL & PA who deals with the cases of all the government departments. As per rules of business the cases can not move to the High Court or Supreme Court Appellate division without scrutiny of the Deputy Solicitor.

PP - means Public Prosecutor who a lawyer appointed by the government on a term basis. He acts as a pleader for criminal cases on behalf of the government.

Registrar - It is a post of judiciary Division of the MOL & PA. He is the spokesman of the High/Supreme Court who deals with the administrative matters of the cases.

Swear - means 'solemnly pledge', taken before the Registrar of the High Court and authorised person in case of lower court.

Copy of judgement - means verdict of the court of law.

3 RESPONSIBILITIES

Chief Engineer - is responsible for the following: -

i) authorises officers in the law division for legal representation and appeal in the high court/supreme court.
ii) to take disciplinary actions and proceedings against the defaulters as per judgement.

iii) submission of copy of verdict to MoC

iv) prayer for permission from MoC/MOL& PA for appeal.

Additional Chief Engineer - Management Services Wing (ACE-MSW) - overview the assigned activities of the officers of Law Division.

Superintending Engineer - Administration & Establishment Circle - overview the assigned activities of the officers of Law Division.

Executive Law Officer - Law Division - Advises law officer and performs the same functions as the law officer, particularly for major cases.

Law Officer - Responsible for:

i) representation in RHD litigation and appeal in the court of law.


iii) collection of legal documents/references, cause-list, Dhaka Law Reports, copy of Judgement.

iv) submission of documentary materials to Deputy Solicitor/MOL&PA/AOR/DAG/AAG/Panel Advocate/GP/PP/ Plead.

v) conducting the case and assisting the GP/Plead.

vi) appealing in the higher courts.

vii) swear in before the registrar of high court/authorised person in the lower court.

4 METHOD

4.1 AUTHORIZATION FOR REPRESENTATION

The Chief Engineer receives notice and petitions of the plaintiff from the court and sends these to the law division with a letter authorising a law officer to represent the case on RHD's behalf. This allows all necessary legal steps/actions to be taken, including assisting deputy solicitor DAG/AAG/GP/PP and conducting the case.

4.2 CONDUCTING CASES

The law officer examines the petition received from the Chief Engineer. He will prepare para-wise reply of the petition in consultation with the legal papers/references, rules & regulations applicable to RHD. The paper book (para-wise reply) is sent to the deputy solicitor's office through the solicitor. The law officer also takes oath on the correctness of the contents in the affidavit by swearing in before the registrar.
court. He collects cause-list to identify the relevant court no/location, date of hearing, petitioner’s name etc.

4.3 HEARING IN THE COURT

For representing and pleading the case before the judge in the court, the law officer submits all relevant documents to GP/PP for the cases in the lower court and for cases in higher court to the Deputy solicitor/DAG/AAG. The law officer communicates with the Deputy Solicitor, AOR, DAG, AAG, Panel of Advocate, GP, PP and submits all necessary papers/documents to them. He also appraises the details of the case, discusses relevant legal matters & references, rules and regulations applicable in RHD etc. The law officer attends the court on the dates of hearing (if he deems necessary) and assist as required in pleading the case. The law officer or his nominated person must attend court on the date of final hearing. On the date of verdict the law officer must attend court and collect a certified copy of the judgement.

4.4 ACTIONS AFTER JUDGEMENT

When the decision of the court is accepted by the RHD following actions are taken:

   a) Action to be taken based on the judgement e.g disciplinary matters, claims of contractor or claims of dept, as instructed by the CE

   b) A copy of the judgement are recorded /updated in the register or maintained in the legal database by the RHD law officer.

If the department is not satisfied with the decision of the court, an appeal in the higher court is solicited.

4.5 METHODS OF APPEAL

The following steps are involved for appeal in the higher court:

   i) The Chief Engineer immediately informs MoC along with the certified copy of judgement.

   ii) The Chief Engineer immediately submits a prayer for appeal to the MOL& PA through the MoC and the law officer prepares the prayer for him.

   iii) When the appeal is acсented, obtain permission for appeal from MoC.

   iv) Another prayer for processing appeal in the high court submitted to AOR by the law officer.

   v) The law officer on behalf of CE seeks advice from the solicitor or from the Attorney General’s office to set a side the litigation and for appeal in the honourable high court and take up with the AOR, DAG, AAG for trial of the cases. This will help the CE decide whether or not the RHD should go for appeal.
5 REFERENCES
Ordinance, Penal Code.

6 PROCEDURE FLOWCHART
The procedure flowchart for this procedure is detailed in the next page.
1 PURPOSE AND SCOPE

This Operational Procedure describes the process of preparing paper-book. One of the main purposes of this is to present replies to the petitions received from the court by the law officer of the Law Division of RHD.

The scope of this procedure will cover the legal cases of RHD particularly those cases where the Chief Engineer’s office is directly or indirectly involved. The scope of work also extends to the cases dealt by the EEs of the field/wings when requested.

2 DEFINITIONS

Paper-book - This is a bounded book, which contains details of all sorts of documents (replies, references, evidences etc) relating to the litigation prepared by the law officer for presenting before the judge and required while pleading in the court. Para-wise replies means a reply responding to the issues raised, on a paragraph by paragraph basis.

Petition - This is a written complaint lodged in the court of law by the petitioner in a stamped (revenue) paper, i.e. by paying certain fee to the government.

Court ruling - This is an order upon the incumbents issued by the judge from court of law.

Vokalatnama - This is a legal document entitling a lawyer (here Law Officer of RHD) by the petitioner or the respondent for pleading in the court of law.

GP - Government Pledger - A GP is appointed by the government in each district on a term basis. He pleads generally in the civil cases in the district on behalf of (different departments) the government.

PP - means Public Prosecutor. This is a lawyer who is appointed by the government on a term basis. He acts as a pleader for criminal cases on behalf of the government.

3 RESPONSIBILITIES

Chief Engineer – receives petitions and sends to the Law Officer of RHD with the instruction to prepare the replies (paper-book). He also gives approval to the vokalatnama and signs it.

Additional Chief Engineer - Management Services Wing (ACE-MSW) - overviews the assigned activities of the officers of the Law Division.

Superintending Engineer - Administration & Establishment Circle - overviews the assigned activities of the officers of the Law Division.
Executive Law officer - Law Division - Supervises and also has similar responsibilities to the Law Officer, but will lead on larger cases.

Law Officer - Responsible for: -

i) Preparation of para-wise draft replies to petitions, vokalatnama and collate papers/document for incorporating in the paper-book.

ii) Distribution of paper-book to the court, concerned offices and persons.

iii) Collection of legal references, clauses and law books/precedence.

4 METHOD

The Chief Engineer (also EEs of field zone/wings/PDs) receives the claim (case) being brought against the RHD together with the court's ruling as to the legal validity of this case. The Law Officer receives these from the CE to prepare para-wise replies and supporting documents.

The Law Officer examines the petition. He then reviews relevant RHD files from the zones/projects for consultation and related legal references/law books to prepare a draft reply for each paragraph of the petition. When this draft reply is completed it is consulted between the CE and the Law Officer and then a final reply is prepared.

The Law Officer also prepares a vokalatnama, which the CE approves and signs. This entitles the Law Officer is entitled to act on behalf of the RHD.

The Law Officer collates the following documents in the form of a bounded book:

- (a) Photocopy of relevant references clauses and reference of law
- (b) Vokalatnama
- (c) Final para-wise reply
- (d) Evidences of the cases
- (e) Copy of rule of Court

This bounded book containing the above is called the paper-book. This is the basis on which the case is pleaded in the court. The Law Officer is responsible for distributing the paper-books to the relevant courts, offices and concerned persons.

5 REFERENCES - None.

6 PROCEDURE FLOWCHART

The procedure flowchart for this procedure is detailed below.
1. Petitions of petitioners from court of law
2. Court rulings

Start

Start

1. Petitions
2. RHD files from zone/projects
3. Legal Books/references

Start

1. Draft Parawise reply
2. Vokalatnama

Instructions to prepare reply (Law Officer)

Preparation of reply (Law Officer)

Approval & signs (CE)

1. Collected documents and prepare final paper book (Law Officer)
2. Final paper book

Distribute as per List (Law Officer)

End

Receives petitions (CE)

Draft reply consulted and Vokalatnama prepared (CE & Law Officer)

+ other documents

Final paper book

Distribution List (e.g.)
1. Govt. Pleader
2. Concerned Court
3. MoL and PA

1. Final parawise reply
2. Vokalatnama

Administration & Establishment Circle – Law Division

Approved:

Issue 1
January 2003
Page 3 of 3
1 PURPOSE AND SCOPE

This Operational Procedure describes the process of preparing of replies to letters relating to legal matters by the Law officer of RHD, on behalf of Chief Engineer or any other respondent in RHD when requested, and legal opinion for the CE-RHD.

The scope of this procedure covers the legal cases of RHD particularly those cases where the Chief Engineer's office is directly or indirectly involved. The scope of work also extends to the cases dealt by the EEs of the field/wings.

2 DEFINITIONS

**Government. Order (G.O)** - contains instructions or directives issued by the Ministry of Communications or any Ministry in the public interest.

**Notification** - contains certain information related to particular issues/matters of the RHD, which are required for general purposes to be followed in the RHD and often for the public, in general.

**Advocate’s Demand Justice Notice** - This is a legal letter/notice to the defendant issued by a registered lawyer or an advocate on behalf of his client demanding immediate justice before a suit is filed in the court of law. For example, this may be to pay compensation (generally money) for any damage occurred to his client by any act on the part of the defendant. For filing a case in the court of Law Advocate’s demand justice notice is a must in case the remedy is not done.

**Files** - is a paper-book where preserved the comments of officer's RHD and Annexure.

**Legal Opinion** - Comments about litigation with the support of law books and reference as well as government rules and regulations etc.

**Litigation** - is allegation against RHD staff, RHD lands, and RHD contractual works.

3 RESPONSIBILITIES

**CE** – has the final responsibilities for replies prepared by the Law Officer, approves and signs it. He also finalize litigation based on legal opinion given by the Law Office.

**ACE - MSW** – supervises the assigned activities of the officers of Law Division.

**SE - Administration & Establishment Circle** - supervises the assigned activities of the officers of law Division.
Law Officer- preparation of draft replies to letters relating to legal matters, it’s finalisation after approval and arrangement for disposal of the legal correspondences. Also, gives legal opinion to litigation matters in the files for the CE.

4 METHOD

4.1 LEGAL CORRESPONDENCE
The CE-RHD receives various types of letters, which involve or are likely to lead to litigation. He sends these "legal letters" to the Law officer with the instruction to prepare replies. These legal letters received by the CE include those, which are transferred by the EEs zones/wings as one of the respondents in the case.

The areas where the legal correspondences are generally made as summarised below: -

1) Zones/Wings
2) Court of Law
3) MOC/MOL & P A
4) Advocate’s Demand Justice Notice etc

The Law officer prepares draft replies to the letters received from the CE after examination/consultation of the office files on the relevant subject and legal books/law references, government orders/notifications etc. If further information such as data or records are required then the law officer requests the relevant RHD office should provide these. The draft reply is then submitted to the Chief Engineer. The Chief Engineer reviews this and if approved returns to the Law Officer to finalise. The law officer completes the letter (legal correspondences) in a legal format (with revenue stamp affixed) and signature of the CE is taken in the space and manner marked for it. Finally the Law Officer arranges disposal of the correspondences to different offices, courts or person concerned etc.

4.2 LEGAL OPINIONS
The CE-RHD receives various types of letters, which involve or likely to lead to litigation. On the basis of the litigation, files are made. He sends these litigation files to the Law Officer, who provides legal opinion.

5 REFERENCES - None.

6 PROCEDURE FLOWCHART
The flowchart for preparation of legal correspondences is detailed in the next page.
Correspondence from
1) RHD offices, courts, MoC/MoL
2) Advocates (demand justice notice)

Draft reply

Examine with reference & prepare draft reply (Law Officer)

Approval (CE)

Finalise the draft reply letter in legal format, complete with revenue stamps (Law Officer)

Disposal of legal correspondence

Distribution list
1 PURPOSE AND SCOPE

This purpose of this procedure is to provide an overview in form of a flowchart of all the training procedures. This covers all the major procedures undertaken by the RHD Training & HRD Circle. Further details can be found in the individual procedures.

2 DEFINITIONS - None.

3 RESPONSIBILITY - None.

4 METHOD - None.

5 REFERENCE - None.

6 PROCEDURE FLOWCHART

The procedure flowchart for this procedure is detailed in the next page.
RHD Operational Procedure – Management Services Wing

OP/HRD/1.1 - Overview of Training

Training & HRD Circle

Approved:

Start

OP/HRD/2.1
Undertake Training Needs Assessment (TNA) and Training Plan (if needed)

Obtain Funding for Training Programme

Training Plan (store on database)

Annual Training (store on database)

OP/HRD/2.2
Produce Annual Training Programme

OP/HRD/2.3
Training Selection (Overseas)

Preparation of Government Orders

Deliver Overseas Training Course

OP/HRD/2.4
Select trainees for local training

Training Manuals, Course Materials and Update Training Records (store on database)

OP/HRD/2.5
Training Design & Delivery

OP/HRD/2.6
Procurement of External Training (if required)

Training Report (store on database)

OP/HRD/2.7
Monitor & Evaluate Training

Is training programme completed?

No

Yes

Annual Training Report

OP/HRD/2.7
Production of Annual Report

End

Obtain Funding for Training Programme

Annual Training Report

OP/HRD/2.7
Production of Annual Report

End

Training Plan (store on database)

Annual Training (store on database)
1 PURPOSE AND SCOPE

This procedure describes the process to determine and allocate the funds available for training. This covers the funding of all training within RHD.

2 DEFINITIONS

TNA – Training Needs Assessment.

3 RESPONSIBILITIES

Superintending Engineer (SE) - Training & HRD Circle -

- Consult with Project Director/Superintending Officer of foreign aided projects about funds for overseas training.
- Determine available overseas annual training budget.
- Check local training budget.
- Submit overseas and local training budgets to Chief Engineer for approval.

Executive Engineer (EE) - Training Division -

- Determine local training budget based on TNA.

4 METHOD

4.1 PRODUCING OVERSEAS TRAINING BUDGET

Overseas training is generally funded by donors. In order to determine the budget for overseas training the SE-Training & HRD Circle needs to consult with RHD colleagues on foreign aided projects to determine the funds available for overseas training and how these funds can best be utilised to meet the Training Needs of RHD. These projects should provide training through the RHDTDC to ensure this facility is fully utilised.

In addition, the SE needs to assess whether there is any scope for RHD to fulfil key training needs by funding overseas training internally (although overseas training is generally less cost-effective than local training).

4.2 PRODUCING LOCAL TRAINING BUDGET

The local training budget should be determined by considering the following:

- the Training Plan produced following the most recent TNA;
- the cost of previous training programmes; and
It will not normally be possible to develop the budget using the detailed training programme since this will normally be produced after the budget has been submitted. An indication of the likely extent of the training programme can however be given by assessing the most recent TNA and Training Plan and developing a realistic budget to cover training needs not yet fulfilled.

The most difficult aspect of determining the budget is to estimate the costs and benefits of providing training, thereby justifying the need for investment in training. The benefits of past and future training initiatives should be identified in the most recent Training Reports and Training Needs Assessment respectively, but these may be subjective and qualitative rather than quantitative. Any indicators of potential cost benefits that can be used to justify the budget should be developed. One method of justifying investment in training could be to estimate the cost of rectifying performance problems such as poor quality Road or Bridge Condition Survey Data or repairs to sub standard construction work that have recently been identified. For example, the budget RHD spend on certain activities could be identified and a suggested percentage of this suggested as an appropriate allocation for training. This might aid evaluation of the true value of training, and help make the case for a suggested percentage of the RHD budget to be allocated for training.

5 REFERENCES - None.

6 PROCEDURE FLOWCHART

The procedure flowchart for this procedure is detailed in the next page.
Training & HRD Circle

Start

From OP/HRD/2.1
Training Needs Assessment & Plan

Overseas

Input from Foreign aided Projects

Produce budget of overseas training programme for next financial year

Submit budget to Chief Engineer for approval

Revise overseas training programme accordingly (see OP/HRD/2.3)

End

Local

Produce estimated cost of local training programme for next financial year

Submit budget to Chief Engineer for approval

Revise local training programme accordingly (see OP/HRD/2.4)

Input from Foreign aided Projects
1 PURPOSE AND SCOPE

The purpose of this procedure is that RHDTDC keep useful records of training courses attended by RHD personnel. This procedure covers all RHD training, including training held at RHDTDC, external local training centres and overseas training.

2 DEFINITIONS

Training Database - This is a computer record of all training done for RHD personnel. The information that is contained on the database is as follows:

- Training course title and list of subjects covered,
- Training courses facilitators,
- Programme and dates,
- Training Manual,
- Invitation and attendance lists,
- Course reports.
- Individual Training Records for RHD Officers.

In the further the database may store course monitoring reports and impact evaluation data.

3 RESPONSIBILITIES

Executive Engineer (EE) - Training Division - Carry out periodic checks that database is up to date, and data inputted correctly.

Sub-Divisional Engineer (SDE) - Training Division - Data entry. Enter data into database. Evaluate reports and course report.

4 METHOD

4.1 DATA COLLECTION & INPUT

The items inputted into the database (see OP/HRD/1.1 flowchart) include the annual training plan, annual training programme, training course materials/manuals produced, training course details, attendance and qualifications/certificates obtained, individual course reports and annual training report. These are inputted under supervision of the Sub-Divisional Engineer (SDE-Training).
4.2 DATA OUTPUT

4.2.1 COURSE INVITATION/ATTENDANCE LISTS

Letters and invitation lists for courses can be prepared directly using database functions. Once attendance is confirmed, this information can be input directly onto the database, thereby automatically generating an attendance list.

4.2.2 RHD TRAINING RECORDS

The RHD Training Database is linked to the RHD Personnel Database. Therefore when courses are attended details are shown on individual RHD officers' personnel records. This may be reviewed at any time, as required by the individual officer or RHD management.

5 REFERENCES

Refer to RHD Internet or Intranet (www.rhdbangladesh.org) - databases/training database information inputted may also be accessed through the RHD personnel database.

6 PROCEDURE FLOWCHART

The stages in the training cycle where information is inputted/updated is indicated in the flowchart of procedure OP/HRD/1.1.
1 PURPOSE AND SCOPE

The purpose of this procedure is to ensure that RHD officers attend appropriate training courses. This procedure only covers overseas training courses where obtaining government orders are necessary.

2 DEFINITIONS

No. 2 Selection Committee - This body is headed by the Secretary of MoC and comprises of a number of ministry-level officers and Chief Officer of the concern department.

3 RESPONSIBILITIES

Superintending Engineer (SE) - Training & HRD Circle -

- Initiates the procedure,
- Decides what action is to be taken if the name on the Government Order is incorrect.

4 METHOD

Following approval of the overseas training by the MoC the SE of Training & HRD writes to the ACE-MSW who forwards to CE to request that the MoC issue a government order for the training. The No.2 selection committee approves such training and clearly identifies the names of those to receive training. The SE of Training & HRD checks that those identified for training have been approved by the MoC.

5 REFERENCES - None.

6 PROCEDURE FLOWCHART

The procedure flowchart for this procedure is detailed in the next page.
Start

From OP/HRD/2.3 Overseas Training Selection

Write letter to ACE-MSW requesting government order (G.O.) for overseas training (SE-T&HRD)

Forward to CE for action (ACE-MSW)

Request MoC to issues G.O. (CE)

No. 2 Selection committee meets

Has training programme been approved by MoC?

No

Yes

G.O. is formally issued

Copy of G.O. received by RHD Training Centre

End
1 PURPOSE AND SCOPE

The purpose of the TNA is to identify the training requirements of groups and individuals to improve the performance of the RHD in accordance with RHD strategy and management plans.

The training needs of all levels of staff should be considered, including civil and mechanical engineers, diploma engineers, non-engineering specialists and other support staff.

2 DEFINITIONS

Training Needs Assessment (TNA) - Identification of specific knowledge, skills or attitudes required by individuals or organisations to carry out tasks to an acceptable degree of effectiveness.

3 RESPONSIBILITIES

Superintending Engineer (SE) - Training & HRD Circle -

- Regularly consult with RHD senior management to identify training needs;
- Determine when `major’ TNA or `interim TNA are required and direct staff on the extent of the survey;
- Obtain approval and cooperation of senior RHD officers for conducting `major’ TNA;
- Approve methodology of TNA;
- Approve and publish TNA Report and Training Plan.

Executive Engineer (EE) - Training Division -

- Check design of TNA;
- Conduct interviews, run workshops and attend meetings as necessary for TNA survey;
- Analyse results of TNA survey and establish Training and Organisational Development Needs;
- Check TNA Reports and Training Plan produced.

Sub-Divisional Engineer (SDE) - Training Division -

- Prepare the design of TNA,
- Organise and conduct TNA survey,
- Prepare TNA Report and Training Plan.
4 **METHOD**

4.1 **IDENTIFYING TRAINING NEEDS**

In a large organization such as RHD, training needs should be identified on a regular basis. Generally, training needs are associated with the following:

- technical advancement,
- recruitment of new staff,
- organisation change, or
- a specific request for training.

New staff will require induction training to explain the organization and function of RHD and most will require some computer network training. New staff may also require additional training if they are appointed to specialist posts.

A change in the organisation of RHD may also generate a training need. This organisational change may occur due to changes in RHD’s responsibilities, newly created Divisions or Circles or staff movements to specialist posts. Training for individuals in specialist postings should be prioritised in the early part of that posting, to maximise benefit from the training received.

Training requests may come from individual Projects or Circles or may be general training needs that have been identified in discussions with RHD.

4.2 **MAJOR AND INTERIM TNAS**

It is envisaged that a full organizational Training Needs Assessment (sometimes referred to as a ‘Development Needs Assessment’) is undertaken every two years, or at a frequency agreed with the Chief Engineer. This TNA, referred to here as a ‘major’ TNA, determines both the general training needs of RHD and the specialist training needs of every Wing, Circle and Division.

An ‘interim’ TNA refers to all needs assessments that do not involve the whole of RHD. For example, this could be when a small number of new staff joins, when a specific training request is made or when minor organizational changes are made.

4.3 **DESIGN OF TNA**

TNA can be undertaken using a variety of techniques such as:

- Interviews,
- Questionnaires,
- Workshops, and
- Meetings.
Meetings are not normally sufficient, except where only an `interim’ TNA is required. Often a combination of interviews, questionnaires and workshops will be needed to separate training needs from other organizational development needs, identify specialist and general needs, and prioritise these needs.

In a large organization such as RHD, undertaking a wide variety of functions, it is necessary to survey a large number of staff for a `major’ TNA. Those surveyed should be at all levels, from Work Assistants to Senior Officers.

Statistical analysis of questionnaires (e.g. using computer programmes) can be effective for establishing general training priorities. Identifying specialist training needs (e.g. for every Division) using statistical analysis may be more difficult (see 4.5 below).

4.4 SURVEYS

Survey techniques used in previous TNAs are described in existing TNA reports, available at RHDTDC. The aim of the survey is to identify any tasks that staff find difficult and where training could improve performance. Staff members can be given extracts from their job descriptions and asked to identify problem areas. Alternatively, staff members can be asked to describe their activities and then identify problem areas. There are advantages and disadvantages with both methods. Providing the staff with extracts from their job descriptions allows the survey to focus on ‘key result areas’. It may also speed up the survey process. Not providing the job description can, however, give some insight into whether the individual understands their responsibilities. This information can be useful in the TNA.

4.5 EVALUATION

As described above, evaluation can be undertaken statistically or subjectively. Statistical methods are good for identifying general training needs when a large number of staff undertake similar activities. In RHD however, there are numerous divisions, with different activities, and staff at different levels. A pure statistical assessment of training needs may not be reliable unless a significant number of staff questioned at every level who perform the same functions. For field divisions, therefore, statistical analysis based on standard questionnaires may be the most reliable method to establish development needs. For specialist (e.g. most headquarters posts) a subjective judgment based on questionnaires and interviews with particular staff may be more appropriate.

During evaluation the following should be considered:

- Is the need in a ‘key result area’ (i.e. significantly affect performance of the Wing/Circle/Division)?
• Is the need a ‘training’ or ‘development’ need? (Not all problems can be resolved through training: e.g. lack of logistic support).

• Is the need common across the Wing/Circle/Division? If ‘yes’, then training is likely to be required, if ‘no’ then some assistance to the individual done be sufficient.

Evaluation of training needs would normally include some cost-benefit analysis to justify and prioritise training needs. An appropriate method of training evaluation has not yet been identified for RHD. This should be developed as part of the process if feasible. Currently a subjective judgment of whether a training course is ‘cost effective’ will be needed, based on the training cost in proportion to the budget, the number of trainees it will reach and the strategic benefits of the training in terms of RHD’s ‘key result areas’ and the likelihood of the training being effective.

4.6 REPORT

The Training Needs Assessment Report (TNAR) is the main ‘output’ from the TNA. This is generally in the form of a list of training subjects that should be covered, and the respective ‘target group’ of trainees. As much detail as possible on the subjects should be given so that courses are designed with the right emphasis. From the Training Plan, a programme will be produced (see OP/HRD/2.2).

5 REFERENCES

RHD Training Centre, Mirpur (January 2001), Training Programme.

6 PROCEDURE FLOWCHART

The procedure flowchart for this procedure is detailed in the next page.
Start

New Staff Recruitment

Department Organization Change

Training Request

Start

Will an interim TNA be sufficient? (SE-T&HRD)

Yes

Design ‘Interim’ TNA

No

Conduct TNA Survey (meeting, questionnaire, interview, workshop)

Analyse Results

Has a Training Need been established?

Yes

Report to concerned ACE & reconsider during next major TNA

No

Has a priority Training need?

Yes

Produce report, recommend amendment programme

No

Re-consider at next training programme OP/HRD/2.2

End

Every two-year plan

Start

Design ‘major’ TNA (Bi-annually)

Conduct TNA survey (questionnaire, interview or workshop)

Analyse results & establish needs

Produce TNA report to prioritise

Submit to CE for approval

Are any amendments to TNA necessary?

Yes

End

Finalise report store on database & go to OP/HRD/2.2 to review training programme

Are further surveys necessary?

Yes

No

End
1 PURPOSE AND SCOPE
The purpose of this procedure is to produce, implement and, if necessary, revise a programme of local and overseas training. This procedure applies to all RHD local and overseas training.

2 DEFINITIONS - None.

3 RESPONSIBILITIES
Superintending Engineer (SE) - Training & HRD Circle -
- Select priorities from long list of training courses in (see below),
- Determine the courses in both the local programme and overseas programmes and check and send these to CE, RHD
- Determine whether external funding is available for overseas training.

Executive Engineer (EE) - Training Division -
- Check the long list of training courses and target groups,
- Determine whether training can be provided locally or should be provided overseas,
- Determine the cost of local and overseas training programmes,
- Revise Training Plan if not within budget or as directed by CE, RHD.

Sub-Divisional Engineer (SDE) - Training Division -
- Prepare long-list of training courses.

4 METHOD

4.1 PREPARE THE LONG-LIST OF TRAINING COURSES
The “long-list” should be a list of all training courses in the Training Plan that have not yet been held. In preparing the list, reference will be made to Training Reports produced after the most recent TNA so that fulfilled training needs are not included.

4.2 PRODUCE LIST OF TRAINING PRIORITIES
The Training Needs Assessment is normally undertaken every two years and the output from this, the Training Plan, shows course subjects and target groups of trainees. The Training Programme, which is produced annually, identifies the priorities from the Training Plan for the financial year. The first Training Programme after completion of a TNA will include those courses that will produce the greatest benefit to RHD (for example where specialist training is given to officers early in their posting). The
Training Programme produced for the second financial year will be based on the next level of priorities, and also includes anything from the preceding Training Programme not achieved.

This list of training priorities produced should include an achievable number of courses for the financial year taken from the “long list”.

4.3 **DECIDING IF TRAINING SHOULD BE LOCAL OR OVERSEAS**

To decide whether the training identified in the list of training priorities should be provided locally or overseas, the following key questions/criteria should be asked:

- Is the course available locally?
- Is the quality of the local course adequate?
- Would it be more cost effective to bring an overseas trainer to Bangladesh?
- Will the cost of the overseas course adversely affect the funds available for other equally or more important needs?
- If the course supports the career development of officers in specialist posts then an overseas course should be considered as an option.

4.4 **LOCAL AND OVERSEAS TRAINING BUDGET**

It is assumed that the budgets for local and overseas training will be separate. It is also assumed that these budgets will have been set in advance of preparation of the Annual Training Programme.

5 **REFERENCES** - None.

6 **PROCEDURE FLOWCHART**

The procedure flowchart for this procedure is detailed in the next page.
Start

Prepare long list of Training Courses and Target Groups from TNA/Training Plan

Prepare List of Training Priorities

Consider Budgets for local & overseas training

Revise Training Prioritise & Location

Is external funding available?

Yes

Is cost within Overseas Training Budget?

Yes

Obtain approval from Chief Engineer

Go to OP/HRD/2.3 Overseas Training Selection

End

No

Is cost within Local Training Budget?

Yes

Obtain approval from Chief Engineer

Go to OP/HRD/2.4 Local Training Selection

End

Overseas

Calculate Cost of Overseas Training Programme

Local

Calculate Cost of Local Training Programme (see OP/HRD/2.6)

Decide if each training item should be provided locally or overseas

Yes

Revise Training Priorities and Location

No

Yes
1 PURPOSE AND SCOPE
The purpose of this procedure is to ensure that identified overseas training is attended by appropriate RHD officers. This procedure covers all overseas training selection in RHD.

2 DEFINITIONS
Overseas Training Selection Committee - is RHD committee formed by the order of the Chief Engineer to recommend which RHD officers should receive overseas training.

3 RESPONSIBILITIES
Superintending Engineer (SE) - Training & HRD Circle -
- Identify the target group and prepare long-list of participants
- Call meeting and produce minutes for the Overseas Training Selection Committee
- Monitor progress of Government Orders and file orders accordingly.

4 METHOD
4.1 EVALUATING IMPACT OF TRAINING
The RHD Personnel Database should be used to identify potential participants using parameters developed to define the target group.

4.2 LONG-LISTING PARTICIPANTS
Selection should be on the basis of maximising potential benefit to RHD.

4.3 SHORT-LISTING PARTICIPANTS
Overseas Training Selection Committee selects candidates from the long-list according to the criteria set out in the first Overseas Training Selection Committee meeting (9 May 2000). These criteria are as follows:
- To improve the performance of RHD.
- The candidate should have the ability and position to achieve the criterion #1 (i.e. training should relate to his/her current job). The candidate should be retained in his current post.
- Candidate has demonstrated commitment to the task.
- All candidates must achieve a score of 4 in the IELTS test, or satisfy the committee about his/her English Language proficiency.
- Training record to date.
5 REFERENCES

Government of the People’s Republic of Bangladesh, Office of the Superintending Engineer, RHD Training Centre. Minutes of the meeting of the Committee for Selection Candidates for Overseas Training held on 9 May 2000.

6 PROCEDURE FLOWCHART

The procedure flowchart for this procedure is detailed below.

```
Start

Input from Overseas Training Programme (OP/HRD/2.2)

Identify target group

Produce long-list of candidates

Overseas Training Selection Committee short-list

Monitor progress of Government Order and check against Overseas Training Selection Committee minutes

Arrange & deliver Training Course (see OP/HRD/2.5)

End
```

RHD personnel information (personnel database)

Selection Criteria

Government Order (see OP/HRD/1.4)
1 PURPOSE AND SCOPE

The purpose of this procedure is to ensure that RHD officers attend appropriate local training. The Local Training Programme covers all levels of staff including civil and mechanical engineers, diploma engineers, non-engineering specialists and other support staff.

2 DEFINITIONS

Target Groups - The group of officers who will most benefit from the proposed training.

3 RESPONSIBILITIES

Superintending Engineer (SE) - Training & HRD Circle - sends attendance report to managers of each trainee attendance report to managers of each trainee.

Executive Engineer (EE) - Training Division - determines the ‘target group’ from Training Programme/TNA, produces a short-list of participants and requests participants to attend.

Sub-Divisional Engineer (SDE) - Training Division - consults the RHD Personnel Database and produces a long-list of participants.

Assistant Engineer (AE) - Training Division - checks availability of each participant, records attendance and records the attendance list on the training database.

4 METHOD

4.1 CONSULTING RHD PERSONNEL DATABASES

The ‘target group’ of trainees should be identified in the TNA and Training Plan, and this information transferred to the Annual Training Programme. The RHD Personnel Database should be used to determine the name and contact details for officers or staff in the target group. The Training Database should be consulted to check that they have not recently received similar training.

4.2 SHORT-LISTING PARTICIPANTS

Selection of Trainees should be based on maximising potential benefit to RHD. In assessing the following should be considered:

- Relevance of the course to the trainee’s current post;
- Availability of the trainee to attend training;
- Interest and enthusiasm of the trainee to attend training;
• The ability of the trainee and the impact this may have on the benefit of the training. Courses should be targeted at those working in key positions, where training of the individuals could lead to improvements in the overall performance of RHD. Trainees who are enthusiastic and interested in receiving training will generally benefit more than those who lack enthusiasm. Non-attendance at previous courses may need to be considered as an indication of the reliability of the individual. The ability of the trainee may be also particularly relevant. For example, some courses may require a level of proficiency in understanding English or using a computer.

4.3 ADVERTISING COURSES

The advantage of advertising courses is that the selection of trainees can be automatically based on those who are both interested and available to attend the course. The difficulty with advertising is that courses could become oversubscribed, and excluding trainees wishing to attend could create resentment. In addition, communication difficulties with the Divisional Offices can make advertising difficult. As communication improves, more courses should be advertised although the selection criteria will need to be explained. For example, some course advertisements may state “this course is aimed at Class 1 Officers”.

5 REFERENCE - None.

6 PROCEDURE FLOWCHART

The procedure flowchart for this procedure is detailed in the next page.
Start

Select course & 'Target Group' from Local Training Programme (OP/HRD/2.2)

Is the course to be advertised generally?

Yes

Advertise within RHD and await response

No

Consult RHD Personnel & Training Databases

Produce 'long-list' of trainees

Ascertain availability and interest of each trainees

Produce and approve short list of trainees

Issue invitations (using RHD Training Database functions)

Review against personnel and training database (ensure training appropriate to individual)

Store on RHD Training Database

Include information in post-course report

Record attendance, prepare attendance list (using RHD Training Database function)

Go to OP/HRD/2.5 Design & Delivery of Training

End
1 PURPOSE AND SCOPE

The purpose of this procedure is to ensure training given to RHD personnel is appropriate and in accordance with needs identified in the Training Needs Assessment. This procedure covers both training courses at RHDTC and externally procured training in Bangladesh.

2 DEFINITIONS

**Depth of course** - The learning objectives for the trainees.

**Delivery** - Arranging the course, inviting the selected candidates to attend, ensuring their participation.

**Training Facilitators** - Those people selected to run sessions at the training courses.

**Target groups** - The group of RHD officers and staff who will most benefit from the training.

3 RESPONSIBILITIES

**Executive Engineer (EE) - Training Division** - should finalise training courses (programme, manual, curriculum, facilitators).

**Sub-Divisional Engineer (SDE) - Training Division** - should design training course and produce draft manual with facilitators.

**Assistant Engineer (AE) - Training Division** - should ensure participation in courses.

4 METHOD

4.1 SELECT TRAINING SUBJECT AND ‘TARGET GROUP’

The training subject and ‘target group’ should first have been identified during the Training Needs Assessment (OP/HRD/2.1).

4.2 PREPARING LIST OF OBJECTIVES

These objectives should be based on a need identified during the TNA and should be developed in discussions with the facilitators. The objectives should wherever feasible be specific, measurable, achievable, relevant and time-bound (SMART). For example, “the trainees will be to complete the Bridge Condition Survey Form BCS1 without assistance by the end of the course”.
4.3 **PREPARING TRAINING MANUAL**

The purpose of the Manual is to explain how the training will be undertaken. The manual is for the Trainers only – not the Trainees. RHDTC should work together with the facilitators to identify appropriate methods of learning and encourage ‘learning by doing’ and ‘interactive’ sessions rather than simply lecturing.

The Manual should include the following:

- Objectives,
- Curriculum/Programmes,
- Required facilities,
- Handouts,
- Details of each session (method, subject of training, timing etc), and
- Key results areas.

4.4 **TRAINING OF TRAINERS**

The purpose of this training course is to ensure that those selected to be trainers (or facilitators for other courses) have the necessary skills. This training course should include general subjects, such as presentation skills, the use of training media and communication skills, as well as specific training for the course they will facilitate. Those selected for ‘training of trainers’ should be required to present sessions themselves. After presenting sessions their performance should be discussed. The aim is to help them improve delivery.

4.5 **TRAINING HANDOUTS**

Training handouts should be given as a reference or reminder of key training points. Excessive quantities of handouts should be avoided. Handing out detailed extracts from documents should also be avoided. It is better to give the original document or to show trainees how they can gain access to the original documents from senior officers, RHD Internet or RHD Library, or external sources.

4.6 **TRAINING PROGRAMMES/CURRICULUM**

Training programmes and schedules need to be carefully prepared to maximise use of the time available. It is generally better to present difficult subjects that require careful concentration in the morning and more practical sessions in the afternoon. Welcoming the participants, presenting certificates and thanking of guests and facilitators are also important. Courses longer than three days duration should generally be avoided. It is generally more effective to have durations of 1-2 days.
4.7 DELIVERING TRAINING COURSES

The most important aspect of delivering training is preparation. Trainers should arrive for training well in advance to check the room, facilities, handouts etc. The requirements for these should already be identified in the Training Manual and presented to the Management Staff of the facility. RHDTCC should have taken part in the development of the manual to ensure it is appropriate.

Training courses should always start on time even if the trainees have not all arrived. Delaying the start of training leads to further disruption to the day and sets a precedent for Day Two of the training that will create more difficulties.

Monitoring of training course should be arranged in accordance with procedure 2.7. Interruptions to the Trainers by monitoring should be avoided until breaks, unless there is a severe communication problem (e.g. trainees cannot hear trainer or cannot read overheads).

4.8 TRAINING MEDIA

This includes overhead projectors (OHP), multi-media, whiteboards and flip charts.

OHPs are good for sharing how RHD standard forms should be filled in to large audiences (generally 15-30 persons). The presenter should be seated next to the OHP so as to not block the view of trainees. The presenter should speak directly to the trainees and avoid training round to speak towards the screen. Wherever possible any pointing should be done on the projector, not the screen. It is difficult to use OHPs ‘interactively’ with the trainees. Excessive use of OHPs should therefore be avoided. For example it is more effective to give trainees standard forms as handouts. Set exercise for them rather than expect them to spend the whole session watching the presenter fill in the form using the OHP.

Multi-media, for example Power Point, is rarely an effective method of providing training. The main difficulty with multi-media is that is interactive and, after short periods, trainees can lose concentration. The use of multi-media in training should be limited to the following:

- introductions;
- presentations of key result areas;
- summaries;
- photographs.
Multi-media should never be used for longer than 30 minutes in training and should not be used on more than one or two occasions per day.

Wherever multi-media or OHPs are used, a back-up system is needed in case of power failure. This should be handouts or notes that can be discussed or written on the whiteboard.

The whiteboards is an effective training media for trainees. The main problems with using whiteboards that should be avoided are:

- Writing is unclear or too small;
- Trainer speaks whilst looking at whiteboard and cannot be heard by trainees;
- The number of trainees is too large to see the whiteboard. The optimum audience is generally 5-30 persons depending on the size of the whiteboard; and
- The trainer spends too much time writing notes on the whiteboards. The whiteboard should only be used for writing lists or emphasising key points and it should be used in an interactive manner. Writing full sentences should be avoided because trainees quickly lose concentration when the trainer has his back to them.

Flip charts are effective for small groups of no more than 15 persons. Guidelines on the use of the flipchart are similar to using the whiteboard i.e. face the audience, only write down lists and key points and make sure the notes can be read clearly,

Asking trainees to come to the front and make presentations using flip charts and the whiteboard should be encouraged. Key points written on flip charts should be torn from the pads and put on display in the training room.

4.9 TRAINING FACILITATOR DELIVERY AND SELECTION

Training facilitators do not necessarily need to be experts on the course subject matter. They do however require support from those familiar with any specific technical issues that may arise. Training facilitators should themselves have received training in training, communication skills etc. Running ‘Pilot Courses’ can be a useful way of establishing how effective the facilitators are as well as how effective the training is. A good facilitator should have the following characteristics:

- keeps to programme;
- can be heard and understood clearly;
- encourages interaction between the trainers and trainees but does not allow excessive disruption;
- does not move around when speaking but stands or sits still;
• maintains eye contact with trainees when speaking;
• establishes eye contact with every trainee by the end of the course; and
• listens carefully to any points the trainees wish to make.

Wherever possible training should be given in Bangla. If the training is given in English then key points should be emphasised in Bangla in summary sessions.

5 REFERENCES - None.

6 PROCEDURE FLOWCHART

The procedure flowchart for this procedure is detailed in the next page.
Start

Select Training subject and 'target group' from Programme (see OP/HRD/2.2)

Prepare list of training objectives & select trainees (see also procedure OP/HRD/2.4)

Produce draft list of course sessions, outline date(s) and draft training manual

Does RHD have suitable facilitators for hosting training?

Yes  
No

Appoint Trainers & Finalise course design (Training Manual, Handouts, Programme)

Update course details and attendance on database

End

Training subject and 'target group' Programme

List of training objectives & select trainees

Is 'training of trainees' needed possible?

No  
Yes

Design & Deliver Training of Trainers course

Update RHD Personnel & Training Database

Select next training course from training programme (OP/HRD/2.2) for Design & Delivery

Go to OP/HRD/2.6 Procurement of Training

Select training course from training programme (OP/HRD/2.2) for Design & Delivery
1 PURPOSE AND SCOPE

The purpose of this procedure is to explain how and under what circumstances training should be procured from external sources. This covers all local training that is either held at a non-RHD facility or held at an RHD facility but with external facilitators.

2 DEFINITIONS

Short-listed External Training Centres - High-standard management and engineering institutes short-listed by GoB (i.e. Institution of Engineers Bangladesh (IEB), Bangladesh Institute of Management (BIM) and Institute of Business Administration of Dhaka University (IBADU)).

3 RESPONSIBILITIES

Additional Chief Engineer - Management Services Wing (ACE-MSW)/Superintending Engineer-Training & HRD Circle (SE-T&HRD) - should approve comparative statement of quoted rates and regularly review whether other training centres should be considered for the short list.

Executive Engineer (EE) - Training Division - should prepare a specification for the training requirements, invite quotations from short-listed training centres, make comparative statement of quoted rates and recommend the institute from which to procure training.

4 METHOD

4.1 SELECTING TRAINING INSTITUTE

Three short listed external training centres have been selected according to their ability to deliver training of a suitably high quality. Therefore, cost is the only criterion to consider when choosing between the three centres. The centre providing the cheapest training course will be selected.

5 REFERENCES


6 PROCEDURE FLOWCHART

The procedure flowchart for this procedure is detailed in the next page.
Start

Training included in Training Programme cannot be provided by RHD (see OP/HRD/2.2) but is available locally

Produce Training Specification and issue to short-listed training centres for quotation

Make a comparative statement of rates of quoted

Make recommendation and send for approval

Comparative statement

Approval (SE-T&HRD/ACE/CE)

Go to Design and Delivery of Training (see OP/HRD/2.5)

End

Annual Training Programme (OP/HRD/2.2)
1 PURPOSE AND SCOPE

The purpose of the procedure is to demonstrate whether training needs have been fulfilled and how effective training provided has been. This procedure covers training by RHDTTC and training procured externally.

2 DEFINITIONS

Course Monitoring Checklist - A questionnaire to be prepared by RHDTTC particularly for external courses (see attached example).

Course Evaluation Form - A questionnaire to be completed by Trainees (see attached example) upon completion of the course.

Training Impact Evaluation - A test, exercise or questionnaire for the Trainees designed to assess the impact of the course either completed towards the end of the course or some time after the training.

3 RESPONSIBILITIES

Superintendent Engineer (SE) - Training & HRD Circle - should decide whether Impact Evaluation of a course is appropriate.

Executive Engineer (EE) - Training Division - should:
- Liase with trainer-in-charge at relevant external training centre,
- review and update approved list of external training centres,
- design with facilitators, the Training Impact Evaluation,
- conduct with facilitators, Training Impact Evaluation for RHD officer training.

Sub-divisional Engineer (SDE) - Training Division - should:
Observe and monitor training of RHD officers,
- complete Monitoring Checklist for RHD officers run externally,
- review ongoing training with facilitators,
- analyse Trainee Evaluation forms of RHD officers,
- conduct with facilitators, Impact Evaluation for RHD staff training.

Assistant Engineer - Training & HRD Circle - should:
- Observe and monitor training of RHD staff,
- complete Monitoring Checklist for RHD staff training run externally,
- analyse Trainee Evaluation forms of RHD staff.
4 METHOD

4.1 COURSE MONITORING

The purpose of the course monitoring is to ensure high standards of training are maintained by external training centres. It is recommended that a representative of RHDTc works closely with the external training centre in development of the course curriculum, programme, manual etc and discusses how subjects should be delivered. If a member of RHDTc is not a participant on the course, an RHDTc representative, should also visit the training on a daily basis to undertake monitoring. Any serious concerns with training should be discussed with the RHDTc SE and appropriate action taken. Any minor concerns should be discussed with the course facilitators during the intervals.

A suggested format for the external monitoring report is included with this procedure. This monitoring form can be used for internal courses if desired; however a more informal approach may be considered more appropriate.

4.2 COURSE EVALUATION

The purpose of the Course Evaluation Form is to identify whether trainees think they have benefited from the course and specifically whether the subjects that they have/have not developed in. This form can also allow trainees to comment on course facilities, presentation, accommodation and refreshments.

Negative course feedback is just as valuable as positive course feedback therefore it is suggested that the Evaluation Forms are designed, distributed and collected by a representative of RHDTc and someone other than a course facilitator. Trainees should also be given the opportunity to submit their comments anonymously.

4.3 TRAINING IMPACT EVALUATION

The purpose of the impact evaluation is to independently check whether trainees have benefited from the training. Ideally trainees should be evaluated before and after training to evaluate any improvement. This is rarely possible however due to time constraints. It is therefore recommended that all training courses contain some form of impact evaluation on either the final day, some time after the course has finished or both. The benefit of evaluation on the last day is that it can help emphasise key result areas from the training, particularly if there is time to evaluate and discuss the answers given by trainees. Post course evaluation can however be even more beneficial because it helps to reinforce the key result areas of the course in the trainees work place when the training may be already forgotten.
The subjects for the questions or exercises should be the key result areas identified during design of the course and development of the course objectives. They might also include subject areas that the trainees found difficult during the training or where there is documentary evidence of a lack of skill or knowledge. [For example, there was documentary evidence that SAEs were not completing the road and link numbers correctly on the Road and Bridge Condition Surveys. During training it was found that trainees did not fully understand the numbering system. An explanation was therefore given and maps distributed of the road and link numbers. An appropriate Training Impact Evaluation question would relate to the road numbering system.]

It should be noted that conducting Training Impact Evaluation by tests, questionnaires etc should only be considered when there is no other suitable method available. It is preferable to conduct impact evaluation using direct work based evidence. In the example described above, it is better to establish whether the road and link numbering recorded on Road & Bridge Condition forms improved after trainees completed the course. To conduct this evaluation may be more time consuming and more difficult to arrange but will ultimately give a better indication of the success of the course.

5 REFERENCES - None.

6 PROCEDURE FLOWCHART

The procedure flowchart for this procedure is detailed in the next page.
RHD Operational Procedure – Management Services Wing

OP/HRD/2.7 - Monitoring and Evaluation of Training

Start

External Training Course

External training course being delivered (OP/HRD/2.5)

Inform training centre and request improvement

Is course satisfactory?

Yes

Final sessions of course being delivered

Review with facilitators & agree improvement

No

Does course improve?

Yes

Conduct impact evaluation during course

Does course improve?

Yes

Conduct post course Impact Evaluation

No

Issue & collect trainee evaluation

Assess monitoring reports, Impact Evaluation Data (if any) & Trainee Evaluation Forms

Is post-course impact evaluation being undertaken

Yes

Store Report on RHD Training Database

No

End

Internal Training Course

Internal (RHDT) course being delivered

Informal monitoring of training course by RHDT

Is course satisfactory?

Yes

Review training programme & make changes as necessary (OP/HRD/2.2)

No

Does course improve?

Remove training centre from short list

No
1 PURPOSE AND SCOPE

The purpose of this procedure is to record and review the annual training delivered against the programme. This covers all RHD training including local ‘internal’ RHD courses; courses procured ‘externally’ and overseas training.

2 DEFINITIONS - None.

3 RESPONSIBILITIES

Superintending Engineer (SE) - Training & RHD Circle - Approval of Training Report

Executive Engineer (EE) - Training Division - Preparation of Training Report

Sub-Divisional Engineer (SDE) - Training Division - Retrieval of individual course reports from database for summarising in Annual Report.

4 METHOD

4.1 COURSE MONITORING

The purpose of the Annual Training Report is to show whether the Annual Training Programme has been achieved.

The information contained in the report should be:

- List of courses held,
- Number and details of trainees (officer class etc),
- Providers of training (internal, local external, overseas),
- Training provided but not included in annual programme (and any TNAs conducted),
- Training not provided from annual programme,
- Comments on major success, problems encountered etc,
- Any other activities undertaken by training centre previous year.

This report should be issued in the end of July of every year.

5 REFERENCE - None

6 PROCEDURE FLOWCHART

The procedure flowchart for this procedure is detailed in the next page.
Start (1st July)

Obtain summary reports produced for all courses in the year

Compare against the current RHD Training Programmes

Information from RHD Training Database

Report store on RHD Training Database

Produce Annual Training Report

Issue to Chief Engineer

End (31st July)
1 PURPOSE AND SCOPE

This procedure covers the process for the monthly monitoring and consolidation of RHD divisional accounts and the compilation of the RHD’s annual accounts. This includes transactions processed by offices other than that of the Director, Audit & Accounts. This includes accounts for both the revenue and development heads.

2 DEFINITIONS

C & AG - The Comptroller & Auditor General is the supreme audit institution of Bangladesh. This office prescribes the form for submitting accounts. As per constitution he is empowered to conduct audit on the accounts of government/semi-government/departments/autonomous bodies/authorities etc.

CGA - The Office of the Controller General of Accounts acts as the ‘Paymaster General’ as well as the Chief Accountant of the GoB. This office reports directly to the Ministry of Finance, although postings and transfers to his office are managed by the C & AG.

DG–Works Audit Directorate - An office under the C & AG for the independent audit of departments engaged for public works construction namely RHD, PWD, PHE, WDB, PDB etc.

CAO - The Chief Accounts Officer in the MoC reports directly on accounting and financial matters to the ‘Principal Accounting Officer’, the Secretary of the Ministry. Although reporting directly to his host Ministry, the CAO belongs to the BCS Audit & Accounts cadre, under the establishment of the C & AG.

Divisional Accountant (DA) - Each operational division of RHD has a Divisional Accountant attached. The DA is responsible for assisting the Divisional Officer (i.e. Executive Engineer, EE) with financial matters and the preparation of Divisional monthly accounts. The DAs are appointed by C & AG and although he reports on a day–to–day basis to the Divisional Officer. His administrative control lies with the DG-Works Audit Directorate.

3 RESPONSIBILITIES

Divisional Accountants -

a) The Divisional Accountant (DA) assists the Divisional Officer (EE) with financial matters generally, including proper classification of transactions. The DA assists with the monthly compilation and consolidation of all accounting within his Division (monthly account).

b) Although overall responsibility for the monthly account is with the Divisional Officer (EE), the EE/Divisional Accountant will assist the Director, Audit & Accounts to clarify and/or confirm any queries/observations arising from the monthly accounts.
c) The Divisional Accountant assists the Divisional Officer (EE) to ensure the divisional accounts are compiled and consolidated in line with the central reporting system, which is followed by the RHD.

Divisional Officers -

a) All Divisional Officers (e.g. EE, zone) provide a monthly-consolidated summary of receipts and expenditures from their division to the CAO of MoC (with complete vouchers) and copy (including copies of vouchers) to the Director, Audit & Accounts in Sarak Bhaban. Each return must be received at Sarak Bhaban by the 10th day of the following month.

b) The monthly account must be signed by the relevant Divisional Officer to indicate his approval and certify completeness and accuracy of the record.

Sub-Divisional Engineers - Field Divisions -

a) Although they do not maintain Cash Book (as maintain in divisional office) or are unable to raise cheques directly, occasionally SDE’s may process cash transactions via Imprest Account/temporary advance. These transactions must be reported to the Divisional Officer for incorporation in the division's monthly accounts within the stipulated time as per rule & register should be maintained in the SDE’s office.

Chief Accounts Officer -

a) The CAO should also receive the full set of RHD monthly divisional accounts. He must produce a summary consolidated statement of expenditure and income, (monthly as well as an annual) for the Ministry of Communications. This could be considered as “external” reporting in the context of RHD, whereas the corresponding procedure performed by the Director, Audit & Accounts can be considered as an “internal” reporting, to benefit RHD's management.

b) The CAO also consolidates all RHD accounts from the “Presidency” area (Dhaka City). This includes RHD (full-time) officer salaries and allowances, as well as supplies and services. These items of expenditure remain permanently outside the control of the RHD divisional structure.

Director - Audit & Accounts - will have overall responsible for monthly consolidated accounts and management report.

4 METHOD

Individual monthly accounts (receipts and expenditures) are the principal accounting output from all the RHD operating divisions. Once complete returns are received from all divisions by the office of the Director of Audit & Accounts who consolidates all entires according to the central accounting
classification (as well as RHD's is own classification, where applicable). The annual accounts take all the individual monthly consolidations and combine into one consolidated statement, representing all expenditure and income for the divisions for the whole 12 months. The methods and procedures for this include:

- The consolidation must have one consolidated amount for each appropriate accounts code. The Director, Audit & Accounts ensures all codes included are valid and appropriate.
- The consolidation process must ensure the completeness of the monthly return. A checklist procedure is used to check returned are received and included in the monthly consolidation.
- The consolidation should be completed using the appropriate computer systems, available in the office Director, Audit & Accounts.
- Individual returns must be scrutinised and checked before including in the consolidated statement. This process should check the arithmetical accuracy of each return and check debits and credits are balanced. In addition, it should ensure all codes used are valid and appropriate, and any obvious misclassifications are queried.
- Follow-up action should be taken by the Office of the Director, Audit & Accounts whenever accounts are not received on time (or at all), where there are obvious inconsistencies or errors, or where the overall presentation/layout of the return tailors to meet the required standard. This should involve directly contacting the office concerned and requesting additional or amended information.
- The Director, Audit & Accounts must also ensure a full copy of the consolidated monthly and annual ‘Presidency’ expenditure and income is received from the Office of the CAO. This data must added to the summary of the divisional returns to produce a complete account of all financial activity of RHD, irrespective of where the data is processed or reported.

5 REFERENCES

a) General Financial Rules
b) Central Public Works Account (CPWA) Code
c) Treasury Rules and Subsidiary Rules
d) Account Code (Volume III)
e) Classification Chart of the Government of Bangladesh (November 1997)
f) Project Monthly progress reports
g) Financial Management Reform in the RHD and the role of the FMU (Inception Report – March 2001)
6 PROCEDURE FLOWCHART

The procedure flowchart for this procedure is detailed below.

![Flowchart Image]

**Start**

- Monthly divisional accounts

**Monthly divisional accounts prepared & sent (Divisional Office)**

- Receive & prepare monthly summary consolidated statement for MoC. Includes 'Presidency' area RHD Accounts (CAO)

**Consolidated RHD monthly accounts**

- Check to ensure completeness of return
- Follow-up action if later, inconsistent/error, law standard or wrong format, information
- Prepare consolidated accounts including 'Presidency' expenditure & income from CAO (Director, A & A)

**Financial Documents (Cash book, vouchers etc.)**

- Internal Reporting Consolidated Monthly Accounts to CE

- Correct financial documents (Divisional Office)

- Management report to CE

**Okay?**

- Yes
- No

**Ready?**

- Yes

**Prepare RHD annual accounts (Director A&A)**

**Distribute report as per distribution list (Director A&A)**

**End**
1 PURPOSE AND SCOPE

This procedure describes the submission of a monthly report for all RHD income & expenditure to the Chief Engineer. This highlights variations from budgets and /or targets, and from accepted RHD departmental procedures. The submission of an annual report for all RHD income & expenditure follows a similar process.

2 DEFINITIONS - None.

3 RESPONSIBILITIES

**Divisional Officers (DO)** - Prepare monthly-consolidated accounts, sign and submit to CAO and Director, A & A

**Divisional Accountants (DA)** - Assist DO with financial matters and monthly divisional accounts, and assist Director, A & A to clarify and confirm accounts and ensure they are prepared an accordance with the central reporting system.

4 METHOD

The principal objective of the monthly report is to enhance the accountability of the individual RHD divisions. This should bring any significant activities, financial or otherwise, which are at variance with the current RHD objectives and strategy to the attention of the CE. The report serves as an important cog in the overall monitoring process, which RHD is planning to measure actual performance and the actual delivery of objectives against the budget and the strategic plan. The Director, Audit & Accounts should receive individual monthly divisional accounts (from all divisional offices) by the 10th day of the following month. These accounts are themselves consolidations of the activities at the divisional offices and relevant sub-divisional offices. The Director, Audit & Accounts must consolidate all these returns (see OP/AA/1.1) and also prepare a **narrative summary of** the most important issues arising. Key issues include:

- The principal purpose of the monthly expenditure report is to inform the Chief Engineer of any significant issues arising from the expenditure patterns of the divisions relative to budgetary allocation and to ongoing physical works. The report should be based on complete information and on data whose accuracy permits informed decision-making. Consequently, the Director, Audit & Accounts must firstly satisfy himself that all appropriate divisions have submitted a report (completeness test) and that these reports themselves are complete, with no missing pages or blank submissions.
• The report should focus on expenditure (and income) activity which varies significantly with agreed budget allocations, or other departmental procedures or objectives. It will primarily be based on the coded consolidation drawn up (see OP/AA/1.1), so the analysis will be related to postings in the accounts which are identified by central account classification codes.

• The commentary should refer to any issues which the Director, Audit & Accounts considers appropriate for the attention of the Chief Engineer. Every report must at least include:
  
  (a) variances of actual expenditure / income against budget;
  
  (b) coding errors or other mis-statements; and any
  
  (c) irregular movements on Suspense Accounts and Control Accounts (see OP/AA/1.4)

5 REFERENCES

  a) General Financial Rules
  b) Central Public Works Account (CPWA) Code
  c) Treasury Rules and Subsidiary Rules
  d) Account Code (Volume III)
  e) Classification Chart of the Government of Bangladesh (November 1997)
  f) Project Monthly Progress Reports
  g) FMU Accounts Quality Evaluation Reports (Dec 2001 - June 2002)

6 PROCEDURE FLOWCHART - None.
1 PURPOSE AND SCOPE

This procedure covers the process for the development, administration and maintenance of appropriate monitoring and reporting systems to provide RHD management with useful information for improved financial planning and control.

2 DEFINITIONS

Reporting system - a system for the efficient collection, collation, consolidation and classification of (accounting) activity, which permits objective analysis on which to base management decisions.

3 RESPONSIBILITIES – To be developed for systems and reporting.

4 METHOD

It is implicit in the operation of an efficient accounts reporting system that the data is gathered, collated and transferred in a controlled and organised environment. This in turn implies that appropriate IT systems are in place within the Office of the Director, Audit & Accounts to facilitate accurate and timely processing of monthly data and to present information which will assist effective decision making and management control. This requires:

4.1 EFFECTIVE SYSTEM

Development of accounts reporting systems appropriate and compatible with the environment in which the data concerned is collected and consolidated. This will be a computerised package linking financial activity to the physical source of transactions and maintaining an audit trail linking budget systems to planning, monitoring and data collection processes.

When IT systems are extended across all divisional officers for accounts data collection and reporting, the Director, Audit & Accounts must ensure that appropriate procedures are developed to maintain the integrity and operational effectiveness of this system across the entire divisional reporting structure.

4.2 EFFECTIVE REPORTING

The Office of the Director, Audit & Accounts must be treated as "Head Office" in terms of reporting within the accounting structure. All financial data for transactions conducted within the entire RHD network must be passed to this office for analysis and scrutiny. This office must take full responsibility for administering and managing the processes taking place in the zones for those incremental processes to ensure source data is fit for detailed examination and evaluation.
4.3 REGULAR REVIEW

The Director, Audit & Accounts must carry out periodic and regular reviews of all divisional returns (and divisional procedures generally) to ensure all offices comply fully with the accounts reporting system.

The Director, Audit & Accounts must take all appropriate steps to ensure that accounts data collection and collation throughout the RHD network is suitably controlled and organised. This will involve the development and implementation of control procedures to support a continuous monitoring/audit process designed to ensure that compliance is maintained at all times.

5 REFERENCES

General Financial Rules

6 PROCEDURE FLOWCHART - None.
1 PURPOSE AND SCOPE

This procedure covers the regular review and reconciliation of departmental postings to suspense, deposit, remittance and miscellaneous accounts by the RHD divisions, and subsequent reporting of any irregularities to the Chief Engineer.

2 DEFINITIONS

Suspense Account - The term ‘suspense’ has different meaning at different levels of accounting reporting in the RHD accounting system. At the top, within the broad expenditure code, these are broken down to ‘Misc. PWD Advance’, ‘Stock’ and ‘Purchase’ suspense. At the bottom, within the Works Account maintained for management reporting, this term indicates: ‘Unpaid bills of contractors’, ‘Advances to contractors against work done yet to be measured’, ‘Secured Advances’ and ‘unpaid Muster Roll Bill’, etc.

Deposit Account - The term ‘Deposit’ includes ‘Contractors Security’ in terms of retention money’, ‘Earnest money of tenders’ and any other deposit held by the divisions under rules.

Remittance Account - The term ‘Remittance’ means various control accounts, which are temporary in nature and eventually cleared to zero. The movement of transactions within the remittance heads should involve two divisions, or a division and the Chief Accounts Officer or Controller General of Accounts. Execution of work by one division on behalf of another is an example of the first category and remittance to and withdrawal of money from Bangladesh Bank/Sonali Bank by issuing cheques by the RHD officer are the examples of the second category identified above.

Miscellaneous Account - This includes ‘Imprest Account’, ‘temporay advance’ and ‘cash balance’ of the divisions and sub-divisions.

Treasury Chalan - Is a standardised format, particularly for depositing money to the treasury.

3 RESPONSIBILITIES

Director - Audit & Accounts - The Director will supervise the review of movement of transactions of each individual account under the broad headings defined above, including the monthly balances of each division, reporting any irregularities to the CE, and instructing the division to rectify any errors/irregularities detected.

Accounts officer - Audit - will maintain individual registers for each account head, each month including Contractor Security Deposit, Remittance to Treasury (Bank), and Remittance from Treasury (cheque drawn on the Bank). Registers will also be maintained for suspense transactions (top level)
RHD Operational Procedure – Management Services Wing

OP/AA/1.4 - Remittance, Deposit & Suspense Accounts

Office of the Director - Audit & Accounts

and suspense transactions (within the Works Account). He will report (in summary form) and keep a note of any unusual movements under each accounts head.

4 METHOD

On receipt of a copy of the monthly accounts from the divisions the following activities should be undertaken.

4.1 DEPOSIT REGISTER

Receipts and disbursements under any deposit head should be recorded in the ‘deposit register’ and balances obtained and recorded in a separate column. The starting month should record the opening balance received (confirmed by the Divisional Officer with his signature confirming its correctness).

4.2 REMITTANCE TO/FROM TREASURY REGISTERS

The cash deposited by each division to the Bank (by Treasury Chalan) should be recorded in the ‘Remittance to Treasury Register’. Each division should collect a ‘Consolidated Treasury Receipt’ from the respective District Accounts Office each month and send a copy to the Director, Audit & Accounts. The amount in this receipt should match that recorded in the register from the monthly accounts. Any discrepancy should be investigated. This should be checked on a test basis by collecting corresponding information from the Controller General of Accounts office.

Remittance from the Treasury (cheque drawn from the Bank) should be recorded in the ‘Remittance from Treasury Register’, maintained for this purpose. The divisions should collect the ‘certificate of cheque settlement’ from the respective District Accounts Office each month and send copy to the Director, Audit & Accounts, along with the list of outstanding cheques. This should be recorded in the ‘Remittance from Treasury Register’, including the outstanding amount of cheques. Any discrepancy detected should be investigated. The amount of paid cheques should be checked with the figures held by the Controller General of Accounts.

4.3 OTHER REGISTERS TO MAINTAIN AND REVIEW

Every division should send a statement showing the amount of unpaid contractor bills, unpaid muster roll and their settlement on a monthly basis. A consolidated register should be maintained at the Director Audit & Accounts office to record the movement of liability against contractors’ bills and muster roll payment.

A suitable register should be prepared for ‘imprest account’ and ‘temporary advance’ to monitor adjustments from information received from divisions, on a monthly basis.
5 REFERENCES

b) General Financial Rules
c) Central Public Works accounts Code
d) Treasury Rules
e) Account Code Vol. III

6 PROCEDURE FLOWCHART

The procedure flowchart for this procedure is detailed in the next page.
Opening balance received and signed approved by Divisional Office (e.g. Executive Engineer-Zone)

Receive monthly accounts from RHD divisions (Director-Audit & Accounts)

Record receipts and disbursements, and balances in deposit register (Accounts Officer-Audit)

Record cash deposit/drawn in Remittance to/from Treasury Registers (Accounts Officer-Audit)

Complete register for unpaid contractor bill's, muster roll and their settlement in consolidated register. Complete registers for imprest account and temporary advance (Accounts Officer-Audit)

Check cash deposited/drawn corresponds to information from Controller General of Accounts Office (Accounts Officer-Audit)

Review transactions, investigate any discrepancies and prepare summary form (Accounts Officer-Audit)

Review, investigate and submit report to CE and relevant authorities (Director-Audit & Accounts)

Start

End
1 PURPOSE AND SCOPE

This procedure is for preparation of working papers for tripartite or bipartite audit meetings and also for PAC meetings. This includes the implementation of Audit committee decisions and recommendations of the PAC. It also outlines some miscellaneous accounting duties, as assigned by the Chief Engineer.

2 DEFINITIONS

Inspection reports - Report issued by the Audit Offices under the Auditor General of Bangladesh. This report is prepared by the audit office following inspection of a RHD division or project office. This report includes audit objections, which require a reply from the divisional officer.

Register of Audit Objections - a register containing the status of audit objections categorised by group (draft para, advance para, etc), which shows up to date position as to the settlement status of each objection.

Audit notes - these are communication to RHD of irregularities and lapses identified by the Chief Accounts Officer, Ministry of Communications in course of regular scrutiny of the monthly accounts submitted by the divisions. The DG, Works Audit Directorate or DG, Foreign Aided Project Audit Directorate can also issue Audit note if he consider that any irregularity or lapses identified are not serious enough to be included in the Inspection Report but still need action.

Advance paras - The serious irregularities identified in the inspection report that are not settled subsequently by replies are known as ‘advance paras’. The word ‘advance’ indicates that the objections (paras) are advancing for inclusion in the final audit report.. The concerned executive should always send the ‘advance paras’ to the audit office for settlement with the comments of the Chief Engineer on the reply.

Draft Paras - The unsettled ‘advance paras’ are elevated to ‘draft paras’ at the discretion of the concerned audit office. This ‘draft’ is prepared in a specific format for inclusion in the final audit report (submitted to the Parliament for consideration of the Public Accounts Committee). The replies to the draft paras are sent to the Audit Office for settlement with the comment of the Principal Accounting Officer (i.e., the Secretary of the MoC).

Public Accounts Committee (PAC) - is a Parliamentary Standing Committee for making executive government accountable to the legislature.
Bipartite Meeting - a committee consisting of members drawn from the concerned audit office under the Auditor General and from the auditee organisation (i.e. RHD). Bipartite meeting normally arranged by the concerned circle. The remit of the committee is to discuss the trifling audit objections and resolve them bilaterally.

Tripartite Meeting - a committee consisting of members drawn from the concerned audit office under the Auditor General, from the concerned ministry and from the auditee organisation. The remit of the committee is to discuss and resolve the audit objections not serious enough to be included in the Audit Report to be placed before the PAC.

Miscellaneous Accounting Duties - this includes involvement of Director Audit & Accounts in arbitration matters, contractors fixed deposit documents and any other matters assigned by the CE addition to the regular job description of his office.

3 RESPONSIBILITIES

Director - Audit & Accounts - The Director will supervise and co-ordinate the preparation of working paper for the PAC meetings, arrange meeting dates for bipartite and tripartite meetings and review timely/satisfactory reply to audit objections.

Accounts Officer - Audit - He will consolidate replies to audit objections and convert those into a working paper for audit meetings and maintain the Register of Audit Objections and report status to the Director each month.

Superintendent Engineer - Field Circle/HQ posts - will scrutinise and comment audit objections and replies, and ensure appropriate actions are taken against the officer responsible for any irregularities raised in the audit objections and arrange bipartite meeting.

Executive Engineer - Field Divisions/HQ Divisions/PM-FAP - will give prompt and satisfactory reply to audit objections, and for audit/PAC meetings communicating at appropriate levels in the Audit Office and Director Audit & Accounts, and implement committee decisions.

Audit office - Comptroller and Auditor General office - receive and consider replies to audit objections and notes and respond accordingly.

Public Accounts Committee (PAC) - The committee principally uses the C&AG audit report to accomplish its purpose. The Committee summons the Secretary of the MoC to be present (in person) in the meeting. The Secretary must reply point-by-point on each issue raised in the C&AG Audit Report on the MoC. The Committee prepares recommendations after each meeting, which are to be implemented. The committee also keeps a follow-up record for recommendations that remain outstanding without implementation.
4 METHOD

Key actions are as follows:

- On receiving the Inspection report from the Audit Office, the concerned RHD officer should give this report a top priority and prepare reply to settle objections (if possible) before it goes up to the level of Audit committee or the PAC.
- The replies to Part 2 of the Inspection report should be sent directly by the concerned office to the audit office.
- The replies to Part 1 of the inspection report should be sent to the Audit Office through the next superior officer with his comments on it.
- To resolve backlog objections, and for speedy resolution of audit objections, initiatives should be taken to convene bipartite/tripartite meetings where possible.
- Advance paras should be given special attention and replies sent quickly to the audit office through the CE. Special effort should be given by all concerned, to resolve the matter before inclusion in the ‘final audit report’.
- Every effort should always be made to stop elevation of objections to ‘advance para’ and then to ‘draft para’ status.
- When a PAC meeting is convened, the concerned official should, as a top priority, prepare a reasoned reply and forward quickly to the Director to include in the final working papers.
- The decision of the audit meetings and the recommendations of the PAC should be complied with. Every officer should take appropriate actions to ensure quick implementation of decisions.

5 REFERENCES

a) CAG Audit Manual
b) CAG Audit Code
c) Works Audit Manual
d) CPWA Code
e) CPWD Code
f) Rules of Procedure of the Parliament

6 PROCEDURE FLOWCHART

The procedure flowchart for this procedure is detailed in the next page.
Start

Inspection Report received following audit (Divisional Officer-EE)

Prepare replies to audit objections and takes action on audit notes (Divisional Officer/Divisional Accountant assist)

Review and comment on replies to Part 1 of Inspection report (Supervisory Officer)

Part 2 sent directly to audit office (Divisional Officer)

Accept

Review reply to audit objectional notes (Audit Office)

Register of Audit Objections report status maintained and monthly (Accounts Officer-Audit)

Not

Response accepted by Audit office and required action taken by concerned officer

Option for timely replies to Audit office or if serious matter bipartite/tripartite meetings (MoC/RHD)

Accept

Review 'Advance Paras' and replies through MoC (Audit Office)

Option for timely replies or bipartite/tripartite meetings (MoC/RHD)

Not

Not

Not

Accept

Review 'Draft Paras' and replies through MoC (Audit Office)

Public Accounts Committee held and outstanding objections recorded on final audit report

Note:
See OP/AA/3.1 for details on preparation of inspection reports, advance & draft paras and survey reports.
1 PURPOSE AND SCOPE

This procedure is for the supervision, co-ordination and management of the RHD system for preparation of Departmental Revenue & Development budgets and finalisation of budgetary submissions to the MoC. This includes preparation of the Budget note.

2 DEFINITIONS

Revenue Budget - In the RHD context, the Revenue Budget represents the whole process for securing an allocation of funds from central government for expenditure on pre-determined RHD revenue expenditure activities. The process is intended to act as a means of allocating financial resources to achieve a specific set of objectives. Within RHD, the Revenue Budget is sometimes referred to as the 'Non-Development Budget' or as the 'Maintenance Budget' (because 'maintenance costs' constitute the largest proportion of the Revenue Budget).

Development Budget - In the RHD context, the Development Budget represents the whole process for securing allocations of funds from central Government for expenditure on individual, pre-determined RHD development projects. The process is separate, in terms of timing and personnel involvement, from the Revenue Budget above.

MoC - Although RHD's budget submission and internal distribution of allocation is essentially determined within the Department, both budget processes are legally the domains of RHD's host Ministry, the MoC.

Medium Term Budgetary Framework (MTBF) - A key management tool for the strategic allocation of resources in line with pre-determined policies and priorities. In the RHD context, this is a transparent, planning and budget generation process to aid decision making in the allocation of limited central resources between specific activities and individual projects in the RHD sphere of operations, by considering a rolling (e.g. five year) future programme.

RHD Budget Committee - This internal RHD body is drawn from the senior officers involved in the RHD budgetary process. It aims for a more systematic and better co-ordinated approach in all areas of the RHD Budget process to ensure the limited funding available is prioritised in an efficient and timely manner.

Budget Note - This is a detailed document prepared on behalf of the Chief Engineer. It outlines the specific justifications for individual budgetary submissions, to support their inclusion in accordance with departmental priorities and plans.
3 RESPONSIBILITIES

Divisional Accountant (DA) - The DA will assist in preparing the Revenue Budget submission including the detailed verification of individual budgeted amounts, the confirmation of codings and the overall management of the submission within pre-determined cost limits: for the Development Budget, the DA's main responsibility is to assist the Divisional Officer to ensure PCPs and PPs are compiled in a manner consistent with Departmental objectives and are based on realistic and objective cost estimates. With ongoing projects, there is a similar responsibility to ensure that the project allocations requested have been calculated objectively and accurately and are consistent with the physical works described and proposed.

Divisional Officer - The Divisional Officer has overall responsibility for the calculation, compilation and submission of the divisional Revenue Budget submission, which includes verification of amounts with planned physical works, profiling to appropriate financial periods and confirmation of accuracy and completeness.

For the Development Budget, the Divisional Officers must ensure that PCPs and PPs are consistent with Departmental objectives, have been properly and accurately compiled and that they represent a realistic and objective estimate of the costs anticipated for the physical works specified. With ongoing projects, there is a similar responsibility to ensure that the project allocation requested has been calculated objectively and accurately and that the amounts are consistent with the physical works described and proposed.

RHD Budget Committee -

- Examines the way in which the RHD Budget proposals are prepared and identifies specific weaknesses and areas where improvements can be made.
- Recommends a set of guidelines for efficient budget preparation (within limitations for approval by the Chief Engineer), which should be followed for the preparation of the draft budget.
- Reviews the proposed budget (including T&P budget) and verify this against the approved guidelines, and recommend the draft budget for approval by the Chief Engineer, RHD.
- Assists in recommending rational distribution of budget allocations between different projects and activities, and help ensure productive utilisation of available funds by recommending any necessary re-appropriations.

The principal activities of the Budget Committee are: -
### RHD Operational Procedure – Management Services Wing

#### OP/AA/2.1- Preparation of RHD Revenue & Development Budgets

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<th>Office of the Director - Audit &amp; Accounts - Accounts</th>
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- Review timeliness and quality of individual budget submissions, by exercising a 'quality assurance' role over all aspects of the draft departmental budget submission before it is passed to the Chief Engineer;

- Ensuring mutually dependant activities are reflected (and are consistent) in both the Revenue and Development budgets;

- Preparation of annual departmental budget strategy and procedures for breakdown of budget allocation;

- Reviewing monthly monitoring procedures (to establish whether actual performance is being adequately measured against budget) and quarterly budgetary expenditure patterns;

- Overseeing all patterns and trends of fund utilisation and recommending re-appropriations/ transfers of allocations;

- Ensuring all measures adopted are consistent with GoB regulations;

- Ensuring regular liaison with the Office of the Director, Audit & Accounts and the Financial Management Unit on all areas of budgetary activity.

**Additional Chief Engineer - Wings & Zones** - are responsible for finalising and consolidating all individual budget requirements into a summarised statement of budgetary requirement in a form suitable for presentation to the Chief Engineer.

### 4 METHOD

#### 4.1 GENERAL POINTS

The Divisional Officers must ensure the budget submitted is transparent & timely, with all individual budgeted amounts clearly defined, accurately calculated and verifiable in relation to physical works or activities proposed. All amounts should be properly coded in line with the classification structure in use (internal and external) and the overall submission is within the pre-determined cost limits.

#### 4.2 REVENUE BUDGET

For the MoC, as with all other Ministries, the Revenue Budget process usually begins in early September each year when the Finance Division of the MoF distributes the 'Budget Submission Forms' for the next financial year. The procedures, which are followed thereafter, are:

- After what should be a short delay to permit review of the submission forms, the MoC passes the submission forms to the Chief Engineer, who in turn relays the documents to the Director-Audit &
Accounts. The Director assumes de facto responsibility for co-ordination, submission and collation of the departmental budget (on behalf of the Chief Engineer's Office).

- The forms are circulated down to ACE level, including the seven field zones, Planning & Maintenance Wing and Technical Services Wing, Mechanical Zone and the Security Office of the Chief Engineer.

- Each ACE circulates the budget forms to the Executive Engineers heading all the circles in his region/wing. In the zones, these sixteen circles, in turn circulate them to all 65 divisions who collect data from the sub-divisions.

- The Director A&A should set a deadline for all returns from the ACE's. This should allow adequate time for detailed analysis, review and amendment of the individual submissions. (Currently, this is about a week prior to the deadline for submissions to the MoF. This only gives time to perform a basic check on the accuracy of the submissions and consolidate them into one RHD submission).

- The returns come back by the same route and are consolidated at each step before being passed on. In due course, the Director A&A therefore receives eleven separate consolidated returns. He consolidates this data into one document. Therefore only when all returns are received from the ACE's can he prepare this RHD budget submission. In practice, at least some of the ACE's consistently miss the deadline, so the Director instead prepares estimates on their behalf, based on the experience of previous years and on current levels of expenditure.

- It should be noted that the Executive Engineers have very little meaningful input into the Revenue Budget. In theory they submit details for their area to the ACE. However in practice, the ACE often calculates the estimate without waiting for a return from his sub-ordinate offices (This contrasts sharply with the Development Budget where the Executive Engineers have a very significant input and influence on the overall process).

- Following a final review meeting of the RHD Budget Committee, the Director, Audit & Accounts should consolidate RHD's budget submission into a document that would be approved by the CE, RHD.

- When the departmental submission is received by the MoF (usually late November), it is reviewed (along with all other Ministerial submissions) until February of the following year. A series of Budget meetings then take place. In the last of these meetings (late March) which the Finance Secretary chairs, the MoF presents the final Budget estimate for MoC agreement. This is the last opportunity for the Secretary to argue for amendments to the MoC allocation. In practice, it is very difficult to get an increased allocation at this late stage.
In early April the Revenue estimates are received by the Cabinet for approval. The Budget is then final and is printed for the Minister of Finance's 'Budget speech' to Parliament in early June.

4.3 Development Budget

The timeframe for the start of the annual Annual Development Programme (ADP) round is much later than for the Revenue Budget, with the call notices for submissions only being issued from the Planning Commission in late February. Clearly, the intention is that all Ministries and Departments will have prepared the appropriate level of detail to support their submissions well in advance. Unfortunately, this is not usually the case in RHD and the call notice prompts the beginning of input preparation. The procedures followed are:

- The Budget process requires individual proposals for individual projects - both for new projects and year-on-year allocations for ongoing projects. Allocations for individual ongoing projects must be consistent with the existing details prescribed in the Departmental Medium Term Budgetary Framework (MTBF).

- The Executive Engineers effectively start the detailed consultation process for new projects which results in the 'Planning & Programming Circle' (Dhaka) preparing 'Project Concept Papers' (PCPs) for all RHD projects.

- The selection process for new projects should be informed by objective evaluation criteria established within the RHD. Evaluation would be based on the economic feasibility study (together with EIA, social impact and technical feasibility), ideally within a uniform appraisal framework, setting out project costs and benefits. These criteria must be applied to clearly evaluate and prioritise projects.

- The Chief Engineer (through the Planning & Programming Circle) will be guided on the number of new projects added to the ADP of RHD by the 'Budget Committee'. The Committee’s advice and analysis should permit the Chief Engineer to act as the primary 'filter' for all the project submissions by considering budget already required for the completion of existing projects (under the MTBF). He should ensure that an adequate regime for project evaluation, with a clear mechanism for rating individual project activities, one against the other, is firmly established within RHD.

- This final list of Projects (both new and ongoing), with associated costs, then passes to the Ministry of Communications, from where it is routed to the Planning Commission for approval. The RHD budget allocations are then dependent on the outcome of negotiations, involving the Planning Commission and various wings and departments of the Ministry of Finance (the RHD and MoC then play a very limited role).
5 REFERENCES

a) General Financial Rules
b) Central Public Works Account (CPWA) Code
c) Treasury Rules and Subsidiary Rules
d) Account Code (Volume III)
e) Classification Chart of the Government of Bangladesh (November 1997)
f) Financial Management Reform in the RHD and the role of the FMU (Inception Report - Mar 2001)
g) Project Monthly progress reports

6 PROCEDURE FLOWCHART

The procedure flowchart for this procedure is detailed in the next page.
RHD Operational Procedure – Management Services Wing

OP/AA/2.1- Preparation of RHD Revenue & Development Budgets

Office of the Director - Audit & Accounts - Accounts

Approved:

Start

Call for notice of ADP submission in February (Planning Commission)

Identify potential projects and prepare PCPs and approval for new projects (see OP/PPC/2.2)

Evaluate ADP "long-list" against objective criteria (RHD)

Identify existing projects and funding required consistent with MTBF (RHD Budget Committee)

Review long-list against Medium Term Budgetary Framework (MTBF) (RHD Budget Committee)

Final list of ADP (costed for new and ongoing projects) reviewed, drafted and submitted through CE to MoC and then Planning Commission for approval (RHD Budget Committee)

End

see OP/AA/2.2
1 PURPOSE AND SCOPE

This procedure covers the process for the management and overseeing of the distribution of all final budget allocations to HQ and field offices for both the revenue and development budgets.

2 DEFINITIONS – See also OP/AA/2.1.

RHD Budget Committee - An internal RHD body drawn from the senior officers involved in the RHD budgetary process, which aims to help facilitate a more systematic and better co-ordinated approach to all areas of the Budget process within the Department to ensure that the limited funding available is directed to the areas of most need in an efficient and timely manner.

Budget Allocations - In this context refers to the individual allocations made to divisions and circles by the Chief Engineer once he has been notified of the final budget allocation for RHD as a whole.

Distribution - the notification of individual allocations comes in the form of a written Budget Distribution Order, approved by the Chief Engineer and specifying the individual amounts budgeted for spend in the current financial year only. The individual distributions are initially made to the ACEs in charge of the Circles and/or Wings. They in turn distribute further breakdowns of their allocations to their operational units in the individual divisions.

3 RESPONSIBILITIES

Superintending Engineer - Maintenance Circle – is responsible for:

- review the Revenue Budget allocated to RHD and ensure it is consistent with the Medium Term Budgetary Framework, with the breakdown supplied with the budget submission, and with RHD objectives.

- ensure appropriate information required for internal distribution of the Revenue Budget allocation is available to the RHD Budget Committee according to the timetable and the formats prescribed by the Committee.

- ensure any adjustments to individual allocations are properly recorded and explained so overall allocation is not affected by individual changes in level of allocation. All appropriate supporting information and calculations must be supplied to the Budget Committee before approval of the final listing.
Superintending Engineer - Planning & Programming Circle – is responsible for:

- review the Development Budget allocated to RHD and ensure it is consistent with the Medium Term Budgetary Framework, with the breakdown supplied with the budget submission, and with RHD objectives.

- ensure appropriate information required for internal distribution of the Development Budget allocation is available to the RHD Budget Committee according to the timetable and the formats prescribed by the Committee.

- ensure any adjustments to individual project allocations are properly recorded and explained so overall allocation is not affected by individual changes in level of allocation. All appropriate supporting information and calculations must be supplied to the Budget Committee before approval of the final listing.

RHD Budget Committee - responsibilities are:

- it’s principal responsibility is to recommend the proposed RHD internal budget distributions for approval by the Chief Engineer, RHD.

- the Budget Committee should agree and prescribe the timetable for the distribution of the RHD budget allocations throughout the RHD. In addition, they must prescribe the formats to be adhered to by the Superintending Engineers (Maintenance, Planning & Programming) for their proposed budget distribution.

- the Committee must satisfy itself that the budget distribution arrangements are followed by all concerned parties and that individual allocations are notified to the spending divisions as efficiently as possible. This will involve regular review of the existing processes and procedures undertaken during the distribution round, and the identification of specific weaknesses and areas where improvements can be made to enhance the quality of the overall process. The Committee should issue it’s guidelines for efficient budget distribution (within limitations for approval by the Chief Engineer), which should be followed subsequently for the RHD budget distribution.

- the Committee must review the proposed internal distributions for both budgets presented by the SEs and ensure these are consistent with the budget submission breakdowns, with the Medium Term Budgetary Framework, and with RHD objectives. They must also be satisfied that the proposed distributions have been prepared without substantial deviation from the approved guidelines. This should facilitate a rational distribution of budgetary allocations to the appropriate RHD projects and activities.

Areas of involvement for the RHD Budget Committee, regarding internal budget distribution include:
• ensuring timeliness & quality of information provided for individual budget distributions by exercising a ‘quality assurance’ role over all aspects of the distribution process before the recommendations are passed to the Chief Engineer.

• ensuring mutually dependant activities are reflected (and are consistent) in the distributions for both the Revenue and Development budgets.

• regular review of the procedures for breaking down budget allocation among RHDs activities and ensuring that all measures adopted are consistent with GoB regulations.

• ensuring full co-operation with the Office of the Director, Audit & Accounts and with the Financial Management Unit on all issues relating to the budget distribution.

Divisional Officer (e.g. EE) - The Divisional Officer must satisfy himself that all amounts included in the budget allocation received have been verified against the planned physical works concerned and the proposed expenditure is adequately profiled within the appropriate financial period. He must also manage the breakdown of his divisional allocation among the activities planned in all the sub-divisions within his area of jurisdiction.

He must satisfy himself as to the accuracy and completeness of the final allocation, and be able to reconcile any discrepancies and variations between this document, the original submission and any other draft allocations, which may have circulated.

He must ensure the budget as allocated is transparent (all individual budgeted amounts are clearly defined, accurately calculated and verifiable in relation to the physical works or activities proposed). He must also ensure all amounts are properly coded in line with the classification structure in use (internal and external) and that overall allocation is within the pre-determined cost limits.

Subsequently, all Divisional Officers must provide monthly consolidated summaries of receipts and expenditures from their division. These returns must be consistent with the allocation received for the year.

Divisional Accountant - The Divisional Accountant will assist the Director, Audit & Accounts in the clarification or confirmation of any issues arising during the distribution of the budget allocation for his division, such as providing details on individual planned activities and proposed activity costings and timeframes. The Divisional Accountant should also assist the Divisional Officer in his activities, as noted above.
4 METHOD

4.1 GENERAL

One of the problems traditionally experienced with the GoB budget process as a whole has been lengthy delays before Budget allocations for the new financial year are notified to all users in time to allow classification of actual expenditure.

Technically, Divisional Officers are not permitted to pass expenditure pay-bills unless and until a corresponding Budget allocation is in place under the same accounting code. At present, the timeframe for the finalisation and circulation of the annual budget provision is unrealistic, with approval from Parliament only forthcoming once the new financial year has already begun.

To avoid a situation where essential expenditure cannot be approved for payment or urgent resources cannot be mobilised for essential services, it is critical that all officers charged with the distribution of the Budget allocations for their Department perform this duty as efficiently as possible and take all possible steps to expedite the circulation of Budget allocations to all user areas.

A major aid to efficient and timely disbursement of budget allocations will be full adoption of a Medium Term Budgetary Framework involving a rolling plan for all budgetary expenditure, which can conveniently be matched with budget plans and original submissions. The computerised implementation of this framework will permit a much more rapid response by the RHD to the full circulation of individual divisional budget limits once the overall allocation is received.

4.2 PREPARE DISTRIBUTION PROPOSAL

The total RHD budget allocations (Revenue and Development budgets) are formally notified by the MoC, with summary totals, capable of allocation on the basis of the appropriate budget codes.

The Director, Audit & Accounts should scrutinise this document to verify the total budget allocations against the budget submissions for the Revenue and Development budgets.

He should then convene a meeting with the two Superintending Engineers (Maintenance, Planning & Programming) to agree a preliminary breakdown of the total budget allocation according to the Revenue budget sub-code structure and by individual division, zone and circle. This should reconcile to the budget submission, and consider the implications of any cuts relative to that submission. (This should also be checked to ensure the proposed breakdown equals the total allocation). This breakdown must be supported by a reconciled further breakdown to the level of the individual divisional offices within each zone.

The Director-Audit & Accounts must be satisfied that the preliminary breakdown of the RHD’s total allocation reconciles and is consistent with the RHD budget submission and with the Medium Term
Budgetary Framework. He should convene a meeting of the RHD Budget Committee to discuss and finalise this Distribution Proposal, which will be submitted to the Chief Engineer for approval.

The Director-Audit & Accounts must ensure that all members of the Budget Committee are provided with this Distribution Proposal (and all appropriate supporting calculations and detail), well in advance of the Budget Committee meeting, to allow sufficient time for adequate review prior to the meeting.

### 4.3 Final Distribution Proposal

When the Distribution Proposal has been amended as necessary and agreed by the Budget Committee, the Director-Audit & Accounts should again scrutinise this and carry out a final reconciliation. This reconciliation will verify that this distribution is consistent with the individual budget submissions for both the Revenue and the Development budgets. He should also satisfy himself again that the breakdown in this Distribution Proposal agreed by the Committee reconciles and is consistent with the total RHD budget allocation and the Medium Term Budgetary Framework. He should then forward the proposal to the Chief Engineer for approval.

If any amendments are required to this proposal then it should again be referred to the Budget Committee, until such times as the Committee and the Chief Engineer agree on the Final Distribution Proposal.

The Director-Audit & Accounts should then ensure this is document is authorised: (that it is attested by the signatures of the Chief Engineer and the Chairman of the RHD Budget Committee). Copies should then be passed to the Superintending Engineers (MC & PPC) who prepare individual letters of distribution which communicate the allocation to each Division Officers and Project Directors in the RHD.

Before these letters are issued, they should be passed to the Director-Audit & Accounts for a final reconciliation with the totals and the breakdowns specified in this Final Distribution document. The letters of distribution will then be issued by the Superintending Engineers. This letter then acts as the legal sanction for incoming expenditure by each Divisional Officer or Project Director. The Director, Audit & Accounts should then produce a final schedule, detailing these breakdown agreed and should add his signature beside each of the individual amounts as a final check against the values being notified in the letters of allocation.

### 5 References

a) General Financial Rules  
b) Central Public Works Account (CPWA) Code  
c) Treasury Rules and Subsidiary Rules
MANAGEMENT MANUAL VOLUME 2

RHD Operational Procedure – Management Services Wing

OP/AA/2.2 - Distribution of Final Budget Allocations

Office of the Director - Audit & Accounts - Accounts

| Approved: |

6 PROCEDURE FLOWCHART

The procedure flowchart for this procedure is detailed in the next page.

d) Account Code (Volume III)
e) Classification Chart of the Government of Bangladesh (November 1997)
f) Financial Management Reform in the RHD and the role of the FMU (Inception Report - Mar 2001)
g) Project Monthly progress reports
notify total RHD allocation and summary totals for revenue & development budgets (MoC)

verify total allocation against budget submissions (Director-A&A)

meeting to review/agree breakdown to budget sub-code to each divisional office/PD (Director-A&A, SE-Maintenance, SE-Planning & Programming)

start

end

office of the director - Audit & Accounts - Accounts

approved:

start

notify total RHD allocation and summary totals for revenue & development budgets (MoC)

verify total allocation against budget submissions (Director-A&A)

meeting to review/agree breakdown to budget sub-code to each divisional office/PD (Director-A&A, SE-Maintenance, SE-Planning & Programming)

distribution proposal

amendment

required

review against total allocations, budget submission, MTBF (Director-A&A)

meeting to discuss/finalise distribution proposal (Director-A&A, SE-Maintenance, SE-Planning & Programming)

amended/agreed distribution proposal

final check against total allocation budget submission, MTBF (Director-A&A)

yes

final distribution proposal

amendment

required

yes

yes

yes

final proposal authorised (CE & Chairman Budget to sign)

prepare individual letters of distribution (SE-Maintenance, SE-PPC)

reconcile amounts in letters reuse to allocation & sign accounts schedule (Director-A&A)

issue letters of distribution to sanction expenditure (SE-Maintenance, SE-PPC)

start
1 PURPOSE AND SCOPE

This procedure covers the process for the co-ordination and compilation of departmental replies to audit notes, Inspection reports, advance paras and draft paras. This includes the monitoring of progress to settlement, reporting of irregularities to the Chief Engineer and submission of replies to the Audit Office (under the Auditor General). This also covers the process for the approval of ‘Survey reports’.

2 DEFINITIONS

Survey Report - This is prepared on the basis of a survey conducted to evaluate the condition and realisable value of any stock, store, equipment, machine, furniture, trees, property etc. Survey reports are submitted for auction (e.g. of obsolete, unserviceable goods – see OP/ZF/3.6) or write-off of goods no longer required, surplus stock or a change of use/ reconstruction. Also see OP/AA/1.5 for further definitions.

3 RESPONSIBILITIES

Director - Audit & Accounts - will be responsible for co-ordination, compilation and onward transmission of replies, supervise the update of the database of unsettled inspection reports and paras, monthly status report on irregularities identified, and final review of survey reports submitted by various offices for approval.

Accounts Officer - Audit - will receive replies from the concerned office and review these as to their appropriateness, maintain a database for monitoring audit objections and replies and review survey reports received.

Executive Engineer - Field Division/Project Manager - FAP - prepares and sends replies to audit objections and survey reports.

Superintending Engineer - Field Circle/Project Director - is responsible for collection, review and onward submission of replies from field offices. He has overall responsibility for ensuring that survey reports are prepared.

4 METHOD

Replies to the audit objections and the survey reports are received and processed by the Director, Audit & Accounts. The methods and procedures that need to be followed are:
4.1 **Replies to Audit Objections**

- Replies to the audit objections (contained in part II of the Inspection Report), which are insignificant in nature, should be sent directly by the concerned EE to the DG Works Audit Directorate/DG Foreign Aided Project Audit Directorate.

- Replies to the audit objections (contained in Part I of the Inspection Report) should be sent by the EE to his SE, who in turn with his comment should send those to the Director Audit & Accounts who after noting in the Appropriate register forward the reply to the DG audit directorate concerned.

- If the SE is not satisfied with the reply of the EE, he should send those back to the EE concerned with an order for taking appropriate action, which the SE thinks fit and ask for replying after compliance of the SE’s order.

- Replies to advance paras and draft paras in addition to the comments of the SE as above need the comments of the CE before submission to the Audit Office.

- Appropriate registers (either electronically or manually) should be maintained for each type of audit objections wherein objection details, reply status, settlement status etc noted.

- Reminders should be given to the concerned officer when timely replies to audit objections are not forthcoming.

4.2 **Survey Reports**

- Sub-division or division should identify the items that need to be surveyed and prepare the proposal and send to the appropriate authority for approval.

- If the authority goes beyond the level of SE, the survey report in a proposal format should come to Director Audit & Accounts.

- If the Director, on scrutiny finds the proposal acceptable he submits it to the CE for approval or else return for re-sending the report after amendment.

- On CE’s approval the survey report is sent back to the office originating the report, which will proceed for auctioning the items.

- Appropriate registers should be maintained by every office and centrally by the Director Audit & Accounts (only for those needing CE’s approval) for survey reports showing number of report received, disposal status, etc.
RHD Operational Procedure – Management Services Wing

OP/AA/3.1- Inspection Reports, Audit Notes, Advance Paras, Draft Paras & Survey Reports

| Office of the Director - Audit & Accounts - Audit | Approved: |

### 5 REFERENCES

- a) CAG Audit Manual
- b) CAG Audit Code
- c) Works Audit Manual
- d) CPWA Code
- e) CPWD Code

### 6 PROCEDURE FLOWCHART - None.
1 PURPOSE AND SCOPE

This procedure covers the process for the routine inspection of Circles, Divisions, Sub-divisions and development Project Implementation Unit (PIU) for development projects to ensure compliance with prescribed accounting and budgetary procedures through audit and inspection.

2 DEFINITIONS

Annual Inspection Plan - A plan prepared for inspection of circles, divisions, sub-divisions & project implementation units which includes ranking of units according to budget allocation, risk factor, past records, man days required for inspection.

Routine Inspection & Compliance Testing - Inspection of Circle, Divisions, Sub-divisions & Project Implementation Units under ‘Annual Inspection Plan’ held by the Office of the Director, Audit & Accounts. This inspection is routinely done to ensure all financial transactions comply with prescribed rules and regulations. This includes scrutiny in the areas of custody, use and disposal of assets of the office.

Inspection Team - A team formed by the Director Audit & Accounts for routine inspection of Circles, Divisions, Sub-divisions and PIUs.

Inspection Report - The report prepared by the Office of Director, Audit & Accounts on the basis inspections done under ‘Annual Inspection Plan’.

3 RESPONSIBILITIES

Director - Audit & Accounts – is responsible for strategic, tactical and operational planning of routine inspection. This will include ensuring that there are a sufficient number of inspection teams and inspections are conducted to the plan. He will submit the inspection reports and advise the CE regarding appropriate actions and ask for reply from the concerned executive regarding any irregularities and lapses identified through inspection.

Accounts Officer – Audit will coordinate the inspection teams, review the Inspection report and keep a register of replies showing the up to date status as to the settlement of each observation.

Executive Engineer- Field Division/Project Manager - FAP/Sub-divisional Engineer – This officer should fully cooperate with the inspection team and grant access to all documents, records, bills, vouchers, estimates, books of accounts.

The head of the office inspection him/herself should make available in the workplace for instant reply to queries during the team’s visit (unless otherwise busy for any other business of high public interest).
Superintending Engineer - Field Circle - must ensure that all officers under him give due importance to the irregularities and lapses identified in the inspection report, including replying promptly, ensuring irregularities identified do not recur, take appropriate administrative action to rectify the fault(s) identified and take punitive measures against delinquent officer or staff concerned.

4  METHOD

The inspections are conducted in the following manner:

4.1  PREPARING FOR THE INSPECTION

- The Time schedule for inspection of a particular office is informed to the head of that office at least fifteen days before the inspection starts.
- The Office of the Director, Audit & Accounts prepare a checklist, and the office under inspection is advised to keep the relevant documents ready for placing before the Inspection team.
- The Inspection team should give a courtesy call to the head of the office before start of the actual inspection.

4.2  THE INSPECTION TEAM

- The team discusses and takes the opinion of the head of the office on each observation included in the draft report preferably on a day-to-day basis, otherwise on the last day of inspection tour.
- The team, on the basis of that discussion, if satisfied, may drop the particular observation from the draft.
- The minor irregularities and lapses which the team considers not serious enough to be included in the final report should be left with the head of the office in the form of notes. The head of the office will ensure that mistakes are corrected immediately and also ensure that the same mistakes do not occur in future.
- The team will then prepare a draft report, which contains the irregularities and lapses identified by the team.

4.3  THE INSPECTION REPORT

- This draft inspection report will be prepared in two parts. Part 1 will incorporate serious irregularities and Part 2 will incorporate less serious ones.
Every observation should be divided into four sections: introduction, main body, reply of the head of the office concerned and conclusion.

The draft report should be finalised with the approval of the Director, Audit & Accounts and the final report is sent to the office concerned.

The reply to the part 2 of the report is sent directly by the Head of the Office to the Office of the Director, Audit & Accounts while the reply to part 1 of the report is sent with comments from the next higher authority (see OP/AA/3.1).

5 REFERENCES

a) Annual Inspection Plan
b) Budget Allocation
c) Tools & Plant Register
d) Measurement Book
e) Muster Roll
f) Works Abstract
g) Bills
h) Register of Works
i) Technical Estimates

6 PROCEDURE FLOWCHART

The procedure flowchart for this procedure is detailed in the next page.
Start

Annual inspection plan prepared and resources for inspection visits identified (Director-Audit & Accounts)

Inform office 15 days before inspection (Inspection Team)

Prepare checklist for inspection (Director-Audit & Accounts)

Inspection
- courtesy call to head of office first
- inspection & observations made
- discuss these with head of office each day
- prepare notes for minor issues and discuss
- draft report of irregularities observed (Inspection Team)

Inspection report drafted and reviewed (Inspection Team, Accounts Officer-Audit)

Report submitted to concerned office (Director-Audit & Accounts)

Audit replies - See OP/AA/3.1

End
1 PURPOSE AND SCOPE

This procedure covers the process for the internal audit and inspection of divisional, sub divisional offices or Project Implementation Unit (PIU) where gross irregularities are suspected or reported, and the subsequent appropriate reports to the Chief Engineer.

2 DEFINITIONS

Annual Inspection Plan - This is prepared for inspections routine planned by the Director of Audit & Accounts.

Inspection Team - A team formed by the Director Audit & Accounts for inspections: routine or special.

Special Inspection Report - This is prepared for inspections outside the ‘Annual Inspection Plan’.

Gross Irregularities - Irregularities, which due to their size and severity are considered materially significant by the authority concerned. The deciding criteria might be the amount of the money involved, or the serious breach of any standing rules, or both.

3 RESPONSIBILITIES

Director – Audit & Accounts - will take prompt action by forming an Inspection team when any information is received by his office of any serious financial irregularities suspected in any office under RHD. He will be responsible for close and intense supervision of the Inspection Work, communicate the findings to the CE and seek his orders for appropriate action. He will also track all findings from previous inspections and their disposal status.

Sub Divisional Engineer - Field - must gives full co-operation to the Inspection Team (during inspection and after) and giving reply in writing under his signature to any query raised by the team.

Executive Engineer - Field Division/Project Manager - FAP - must extend full co-operate on (as above) and is responsible for ensuring the SDE gives due importance to the work of inspection. He will be responsible for taking immediate remedial measures and/or initiate punitive measures as soon as possible (not wait for the formal receipt of the final inspection report).

Superintending Engineer - Field Circle/Project Director - PIU - should perform function as above based on his area of responsibility.
4  METHOD

For this include:

4.1 PLANNING INSPECTIONS

The Inspection must be of surprise nature. So, no prior notice will be given to the concerned officials. Such inspection will therefore not form part of the ‘Annual Inspection Plan’.

4.2 THE INSPECTION

a) The inspection team will immediately rush onto take over the charge of the related documents, books and vouchers when a gross irregularity is being suspected or reported.

b) If the inspection team considers that any fraud or defalcation has occurred they should immediately report it to the Director who in turn suggest the CE, the appropriate departmental action as well as about the necessity of lodgement of any police case.

4.3 INSPECTION REPORT

The inspection report should not be considered as finally disposed until,

• Appropriate action has been taken to rectify the error in the system,
• Loss of public money, has not been recovered from the responsible officials,
• Departmental disciplinary action/police case (if warranted) has been initiated and necessary action from the appropriate Authority has been taken;

5  REFERENCES

a) Budget Allocation Orders
b) Tools & Plant Register
c) Measurement Book
d) Muster Roll
e) Works Abstract
f) Bills
g) Register of Works
h) Technical Estimates
i) Hand Receipts
j) CPWA Code/CPWD Code
k) Treasury Rules
l) General Financial Rules
m) Fundamental and Subsidiary Rules
n) Account Codes Vol: I, II, III & IV
6 PROCEDURE FLOWCHART

The procedure flowchart for this procedure is detailed below.

Start

Irregularity identified or reported

Inspection initiated and commenced. No prior notice given. Not included in 'Annual Inspection Plan' (Director-Audit & Accounts)

Inspection
- take over relevant materials
- report findings immediately to Director-Audit & Accounts (Inspection Team)

Inspection Report requires
- rectify any errors
- recover any loses
- disciplinary actions

End