

**GOVERNMENT OF THE PEOPLE'S REPUBLIC OF  
BANGLADESH**

**MINISTRY OF COMMUNICATIONS**

**ROADS AND HIGHWAYS DEPARTMENT**

**RHD Management Plan**

**Volume 1**

**RHD Management Manual**

**December 2003  
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# 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 working through the MPITs, 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 & 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. The implementation and future improvements of the documents will be conducted through MPITs under the overall directions of the ACE of Management Services Wing.

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

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**VOLUME 1**  
**RHD MANAGEMENT MANUAL**  
**CONTENTS**

**ABBREVIATIONS**

**SECTION 1 - INTRODUCTION**

**SECTION 2 - OVERVIEW OF THE RHD MANAGEMENT PLAN**

**SECTION 3 - STRATEGY FOR THE ROADS AND HIGHWAYS  
DEPARTMENT**

**SECTION 4 - THE OFFICE OF THE CHIEF ENGINEER**

**SECTION 5 - GENERAL JOB DESCRIPTIONS**

**SECTION 6 - RHD GENERAL PROCEDURES**

**SECTION 7 - GOVERNMENT RULES AND REGULATIONS**

## ABBREVIATIONS

ACE	Additional Chief Engineer
ACR	Annual Confidential Report
ADB	Asian Development Bank
ADP	Annual Development Programme
AE	Assistant Engineer
AMIE	Associate Member of Institution of Engineers
AMO	Authorized Medical Officer
AO	Accounts Officer
ARO	Assistant Research Officer
ATD	Advice Transfer Debit
BCS	Bangladesh Civil Service
BDR	Bangladesh Rifles
BPATC	Bangladesh Public Administration Training Center
BR	Bangladesh Railways
BRRL	Bangladesh Road Research Laboratory
BRTA	Bangladesh Road Transport Authority
BRTC	Bangladesh Road Transport Corporation
BSR	Bangladesh Service Rules
CIDC3	Consolidation of Institutional Development Component-3
C&AG	Comptroller & Auditor General
CAO	Chief Accounts Officer
C&B	Communications & Buildings
CE	Chief Engineer
CL	Casual Leave
CGA	Controller General Accounts
CMLA	Chief Martial Law Administrator
CPD	Continued Professional Development
CPWA	Central Public Works Accounts 'A' Code
CPWD	Central Public Works Accounts 'D' Code
CSO	Countersigning Officer
DA	Divisional Account
DAA,	Director, Audit & Accounts
DA&A	Director, Audit & Accounts
DDO	Drawing & Disbursing Officer
DLR	Dhaka Law Reports
DO	Demi-Official
ECG	Electrocardiogram
EE	Executive Engineer
EL	Earned Leave
EO	Enquiry Officer
FAP	Foreign Aided Projects/Flood Action Plan
FIDIC	Fédération Internationale des Ingénieurs-Conseils (International Federation of Consulting Engineers)
FGP	Form of General Procedures
FR	Fundamental Rules

GFR	General Financial Rules
GIS	Geographical Information System
GoB	Government of Bangladesh
GP	General Procedures
GPF	General Provident Fund
GSDA	Government Servants Discipline and Appeal Rule
HDM	Highway Development & Management Model
JBARP	Jamuna Bridge Access Road Project
LPR	Leave Preparatory to Retirement
MB	Measurement Book
MIS	Management Information Systems
MO	Medical Officer
MOU	Memorandum of Understanding
MPIT	Management Plan Implementation Team
MVO	Motor Vehicle Ordinance
NOC	No Objection Certificate
ORU	Officer Reported Upon
PAC	Public Accounts Committee
PRO	Public Relations Officer
PS	Personal Secretary
PW	Public Works
PWD	Public Works Department
RAO	Regional Accounts Officer
RHD	Roads and Highways Department
RIO	Report Initiating Officer
ROW	Right of Way
SDE	Sub-Divisional Engineer
SE	Superintending Engineer
SR	Subsidiary Rules
SRO	Statutory Regulatory Order
SRNDP	Southwest Road Network Development Project
TA	Traveling Allowance/Technical Assistant
TOT	Training of Trainers
T&P	Tools & Plants
TR	Treasury Rules
UDA	Upper Division Assistant
WB	World Bank

# **SECTION 1**

## **INTRODUCTION**

### **CONTENTS**

- 1.1 RHD STRATEGY**
- 1.2 THE OFFICE OF THE CHIEF ENGINEER**
- 1.3 GENERAL JOB DESCRIPTIONS**
- 1.4 RHD GENERAL PROCEDURES**
- 1.5 GOVERNMENT RULES AND REGULATIONS**

## SECTION 1 – INTRODUCTION

The RHD Management Manual contains the core documentation that applies to the whole of the Department and to the Office of the Chief Engineer as follows:

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

The master document will be stored and maintained on the **RHD Intranet**.

### 1.1 RHD STRATEGY

The Roads and Highways Department Strategy is designed to satisfy the requirements of the Ministry of Communications Policy in respect of those activities, which are within the remit of the RHD. To support the Roads and Highways Department Strategy, **a strategy has been prepared for each of the Wings and Zones within the Department.**

Strategy and policy documents together with any RHD General Procedures issued by the Chief Engineer are regarded as mandatory requirements and a vital element of the management system.

The current RHD Strategy Paper is contained in **Section 3**.

### 1.2 THE OFFICE OF THE CHIEF ENGINEER

The **Documentation** of the Office of the Chief Engineer consists of an **Operational Plans** and **Specific Job Descriptions**.

The documents of the Office of the Chief Engineer are presented in **Section 4**.

### 1.3 GENERAL JOB DESCRIPTIONS

All Roads and Highways Department officers are delegated with defined responsibilities according to their Grade. These responsibilities include both administrative duties and financial authorities, which are the same for each grade of officer irrespective of the specific details of his/her current post. The details of these duties and authorities are given in the **General Job Descriptions** in **Section 5**.

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 Manual for each Wing/Zone**.

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.

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 and should refer to the relevant General Job Descriptions.

For the purpose of the General Job Descriptions the terms 'engineer' and 'engineering' apply to both Civil and Mechanical Engineering disciplines.

Certain responsibilities and authorities of 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.

#### **1.4 RHD GENERAL PROCEDURES**

The **RHD General Procedures** are mandatory procedures for activities, which are to be carried out throughout the Roads and Highways Department. These are presented in **section 6**.

The RHD General Procedures are authorised by the **Chief Engineer** and formally issued from the Office of the Chief Engineer. Departure from them in order to meet project requirements can only be made with his authorisation or that of a nominated person.

Further General Procedures will be developed as part of the RHD Management Plan process and will be issued as supplementary documents and published on the **RHD Intranet**.

#### **1.5 GOVERNMENT RULES AND REGULATIONS**

The current published versions of the Government of Bangladesh Rules and Regulations are held in the Office of the Chief Engineer and the Superintending Engineer, Administration & Establishment Circle and RHD library.

The important current rules and regulations that relate to the Roads and Highways Department are listed in **Section 7** of the manual.



## **SECTION 2**

### **OVERVIEW OF THE RHD MANAGEMENT PLAN**

#### **CONTENTS**

- 2.1 INTRODUCTION**
- 2.2 RESPONSIBILITIES**
- 2.3 DOCUMENTATION**
- 2.4 WING/ZONE MANAGEMENT MANUALS**

## 2.1 INTRODUCTION

The **RHD Management Plan** meets the requirements of contemporary Quality Management standards in respect of all activities, which relate to:

- Studies
- Planning
- Design
- Project Management
- Construction Supervision

The scope of the **Management Plan** extends to all **support service functions** including health & safety, human resources, financial, administration and information technology.

The Management Plan applies throughout all offices with the aim of maintaining a culture of efficient management and achieving a '**right first time**' approach in all functions.

The Management Plan is applied through the documented strategy papers, operational plans, Job descriptions, and Operational procedures and also through the application of the following principles:

- Identifying “internal clients” and understanding their requirements
- Continuous review of systems and procedures
- Maintaining positive communications with senior and subordinate staff
- Proactively seeking improvement in all activities
- Supporting team decisions
- Maintaining accurate records
- Monitoring personal development progress

**All** staff has a responsibility to maintain the Management Plan as defined, and are encouraged to implement the principles of good management.

## 2.2 RESPONSIBILITIES

The Management Plan is structured to achieve the flexibility required to control the varied activities and methods of operation of the Roads and Highways Department. The **organisational structure** of the Roads and Highways Department is shown in **Figure 2.1**.

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 any Wing, Zone, 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 **Section 6** of this manual, apply. For amendments of the Manuals the Additional Chief Engineers will act through respective Management Plan Implementation Team (MPIT) established in each Wings/Zone.

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**. His main responsibilities are:

- Reporting to the **Senior Management Committee** on all Management Plan matters.
- Responsibility for the overall planning, development, monitoring and reporting of all aspects of the system.
- Responsible to maintain the Management Plan documentations through the Superintending Engineer- Administration & Establishment Circle and MIS & Estates Circle.
- Formal review of the adequacy and effectiveness of the 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**. His main responsibilities are:
  - Liaising with the Superintending Engineer - Administration & Establishment Circle on all 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 **liaison**, the Member Secretary of MPIT or a member of the staff will be nominated by each **Additional Chief Engineer** from the Wings and Zones. He will be responsible for:

- Liaising with the Superintending Engineer – Administration & Establishment Circle on Management Plan matters.
- Liaising 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.

## 2.3 DOCUMENTATION

The **RHD Management Plan** consists of strategy papers, management plans, operational plans, procedures, instructions etc. within a defined framework. **Figure 2.2 'RHD Documentation Framework'** shows the hierarchy of documentation required to define the RHD Management Plan.

The '**National Land Transport Policy**' is seen to be the guiding document for all issues concerning land transport. These transport activities come under the auspices of either the Ministry of Communications or the Ministry of Local Government Rural Development and Co-operatives.

**The Ministry of Communications Policy** is a sub-set of the National Land Transport Policy covering Roads and Highways (mainly through the RHD), Bangladesh Railways (through the BR) and the management, regulation and operation of road transport (through the BRTA and the BRTC).

The **RHD Management Manual** contains documentation that applies to the whole of the Department and to the Office of the Chief Engineer. The Office of the Chief Engineer controls the overall RHD Management Plan Policy.

The **Wing/Zone Management Manual** is structured to achieve the flexibility required to control the varied activities and methods of operation of the Roads and Highways Department at the Wing/Zone level.

Furthermore, three documents have been defined to assist in the achievement of the objectives within the Wing/Zone strategies these are the **Circle Operational Plans, Specific Job Description and Operational Procedures.**

The **Master Copies** of the Management Plan documentation are filed on the **RHD Intranet** and managed by the **Superintending Engineer – MIS & Estates Circle.**

The documentation will be updated on a regular basis and all **amendments and additions** will be advertised on the homepage of the **RHD Intranet.**

The documents are regarded as live documents, and proposals for amendment, addition or deletion are encouraged, and can be logged on the **RHD Intranet.**

## 2.4 WING/ZONE MANAGEMENT MANUALS

The Management Manuals for the Wings and Zones, are contained in seven volumes 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 content of the various Wing/Zone Management Manuals vary but are structured to achieve the flexibility required to control the varied activities and methods of operation of the Roads and Highways Department at the Wing/Zone level.

The Wing/Zone Management Manuals generally consist of:

- **A Wing/Zone Strategy** established in a series of workshops
- The Office of Additional Chief Engineer with organizational details
- Circle Operational Plans
- Specific Job Descriptions
- Operational Procedures

These have been developed to further assist in the achievement of the objectives within the Wing/Zone Strategies. They are not static documents and must be regularly updated to meet changing circumstances.

Master copies of the documents are held in the offices of the Chief Engineer, Additional Chief Engineers, Administration & Establishment Circle and the MIS & Estates Circle.

### **CIRCLE OPERATIONAL PLANS**

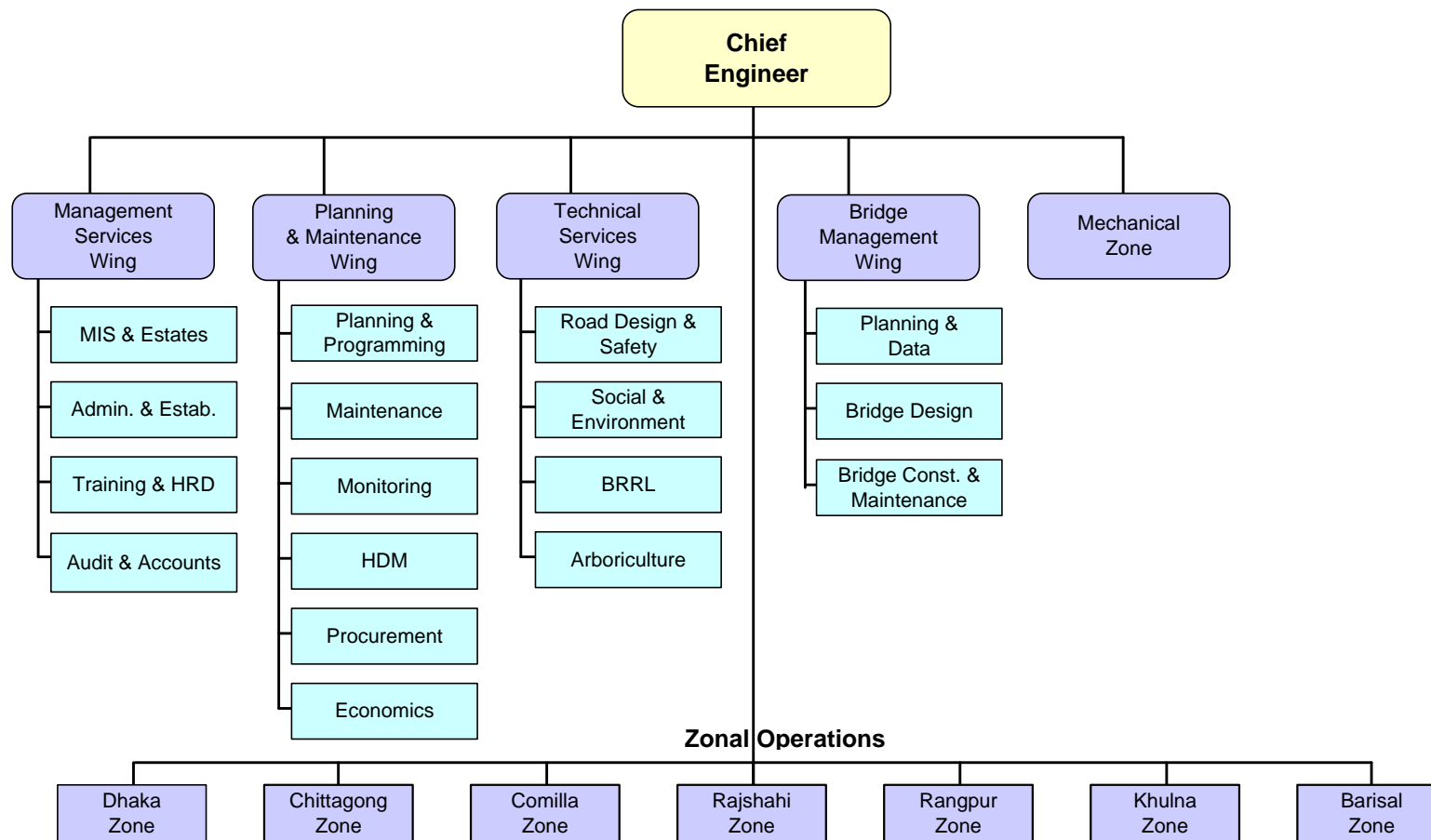
The Circle Operational Plans contain details of the **Objectives, Outputs** and **Activities** of each Circle within the Wings/Zones, together with details of the **Personnel** and other **Resources** required. Each Circle Operational Plan is supported by an **Operational Budget & Work Plan**, which are essential for the successful implementation of the Plan.

### **CIRCLE OPERATIONAL PROCEDURES**

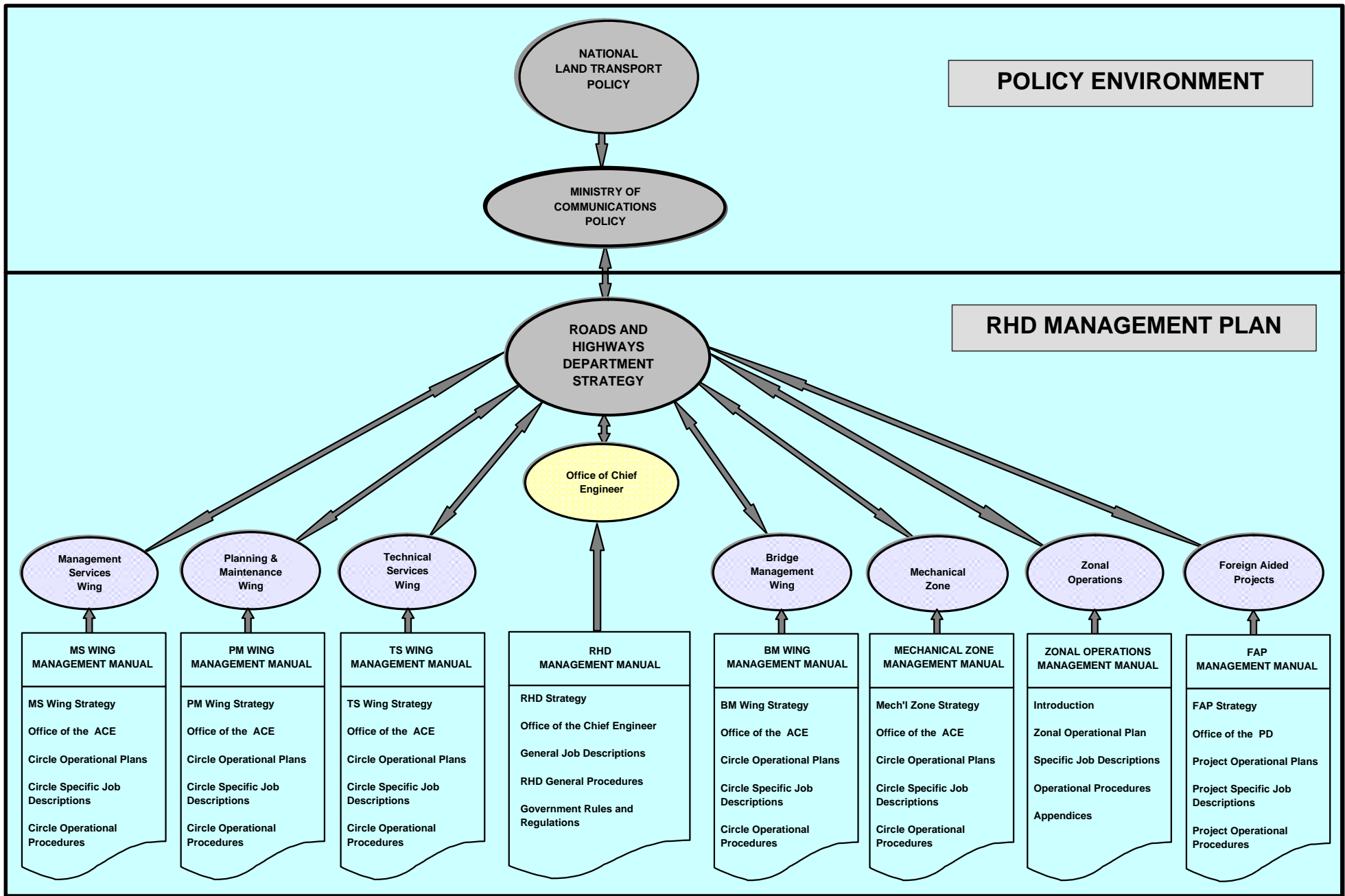
**The Circle Operational Procedures**, relate to activities not covered by the RHD General Procedures, and are specifically for activities undertaken in the Circle, Division or Sub-Division. They must not conflict with the RHD General Procedures.

### **CIRCLE SPECIFIC JOB DESCRIPTIONS**

Specific Job Descriptions have been prepared for each position down to Sub-Assistant Engineer level, and are contained in the Management Manual for each Wing and Zone. See tables in volume 2 to 8.



**FIGURE 2.1 - ORGANOGRAM OF ROADS AND HIGHWAYS DEPARTMENT**



**FIGURE 2.2 - RHD DOCUMENTATION FRAMEWORK**

## **SECTION 3**

### **STRATEGY FOR THE ROADS AND HIGHWAYS DEPARTMENT**

#### **CONTENTS**

##### **3.1 INTRODUCTION**

##### **3.2 OBJECTIVES**

##### **3.3 VISION**

**Organisation**

**Personnel**

**Budgets and Funding**

**Maintenance and Construction**

**Mechanical Equipment and Ferries**

**Safety and Environment**

##### **3.4 ISSUES**

**RHD Management**

**RHD Personnel**

**Planning and Maintenance**

**Standards and Designs**

**Contracts and Quality**

**Equipment**

**Ferries**



### 3.1 INTRODUCTION

The Roads and Highways Department was founded in 1962 as an offshoot of the C&B Department. The Department is responsible for the construction and maintenance of the major road network of Bangladesh.

Since the Department was founded the size of the major road network in Bangladesh has grown from approximately 4,500 kms to the present network of just over 20,000 kms. The Department is headed by a Chief Engineer who is supported by a number of Additional Chief Engineers. The Department is also responsible for an annual budget of approximately Taka 2947 crore of which about Taka 2427 Crore is from the Annual Development Budget and Taka 520 crore from the revenue budget. The total number of personnel in the Department is almost 13000 [figures as of December, 2003: Source RHD].

### 3.2 OBJECTIVES

The goal of the Roads and Highways Department is:

"The Roads and Highways Department is able to provide the People of Bangladesh with a safe, cost effective well maintained road network".

and the purpose of the Roads and Highways Department is:

"The Roads and Highways Department has a sustainable capacity to plan, manage and deliver its full range of responsibilities in respect of the main road and bridge network and to be accountable for these duties".



The Assets of the Roads and Highways Department have been conservatively estimated at Taka 37,000 crore of which by far the largest proportion is the value of the 20,000 kms of road and the 9,000 bridges.

These assets are probably the greatest assets of any organisation in Bangladesh and maintaining their value is vital to its economy. This places a great responsibility on the Roads and Highways

Department.

In order to fulfil the objectives of the RHD the strategies of the various wings and zones must be fully implemented so that the outputs from the wings and zones contribute directly to the objectives and vision of the Department.

### **3.3 VISION**

Any Vision of the future for the Roads and Highways Department must imagine an organisation that is capable of fulfilling the objectives stated in the previous section.

The Vision set out below is a statement of the various concepts, systems and procedures which are to be developed in the Roads and Highways Department in the near future.

#### **Organisation**

The future Roads and Highways Department will be a better, stronger organisation which is service orientated, concentrating on providing a high quality safe service to the travelling public. The Department organisation structure will be modified to better reflect the present needs.

#### **Personnel**

Personnel should be proud of their organisation and have a strong *esprit de corps*. Existing Government restrictions on recruitment will dictate future personnel numbers and it will be necessary to concentrate on the core activities of planning, setting standards, procurement and monitoring, whilst some other functions may be outsourced. Professional staff may be encouraged to spend a period on deputation with the private sector as part of their personal development. Specialists will be developed in a number of areas and postings will be made in a coordinated and planned manner. All personnel will receive appropriate job related and CPD training organised by the RHD training centre.



#### **Budgets and Funding**

As the major highway network is now virtually complete the emphasis for funding should, during the next few years, change from development to maintenance. The Department will make wider use of private funding for roads and bridges including the use of a road fund. Maintenance and rehabilitation

budgets will be based on the outputs of the HDM system. The RHD equipment hire pool should be allowed some budgetary flexibility in order to operate on a commercial basis.

### **Maintenance and Construction**

The new RHD Contract Documents will be fully implemented and Design Standards will be developed and implemented. Quality will be enforced on all projects, not just foreign aided schemes. A variety of appropriate maintenance systems and procedures will be implemented. Greater use will be made of local consultants for survey, design and supervision. Monitoring and reporting systems will be improved with emphasis on physical progress and quality in addition to financial performance.

### **Mechanical Equipment and Ferries**

Equipment and Ferries will be operated under revised management systems leading to an improved service to customers. Equipment will be hired out to contractors on commercial terms through plant pools operating on commercial systems.

### **Safety and Environment**

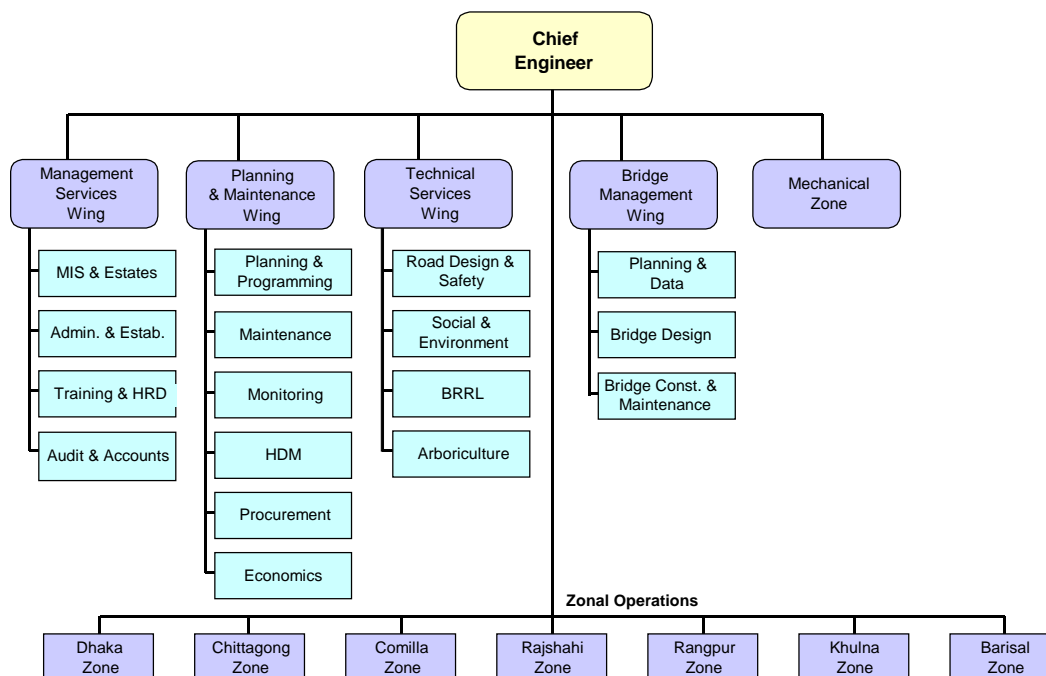
Greater emphasis will be given to the issues of Safety and Environment. Road safety engineering improvements will be implemented, including new road signs and markings. Site safety procedures will be developed and implemented. Environmental and Resettlement guidelines will be prepared and implemented.

## **3.4 ISSUES**

Many issues must be addressed if the objectives and vision are to be achieved. In the following paragraphs a number of the Key Issues are highlighted. The principal activities of each Wing and Zone must give due consideration to these issues.

### **RHD Management**

The RHD structure consists of five Headquarter Wings/Zones and seven Field Zones, each headed by an Additional Chief Engineer who reports directly to the Chief Engineer. The structure (see overleaf) shows two recently formed headquarter wings: 'Bridge Management Wing' and the 'Management Services Wing'.



**ORGANOGRAM OF ROADS AND HIGHWAYS**

### RHD Personnel

The current sanctioned staff of the Department totals 9,295 comprising 625 Class I, 872 Class II, 4,513 Class III and 3285 Class IV personnel. Out of this total figure there are currently around 3496 posts filled and about 5799 vacant posts (all excepting about 490 of which are from Class III and Class IV staff). These figures for sanctioned staff however mask the fact that there are currently about 9300 'temporary' (work-charged, muster-roll) employed by the Department giving a total of about 13,000 RHD employees. (Source: RHD Personal Records and Organisational databases, December 2003 and Policy & Programming Team CIDC3. Because of the Government restrictions on recruitment of Class III and Class IV staff and the total ban on recruitment of temporary staff, most staff is now over 45 years of age and there is an increasing rate of retirement, which should result in major changes in staff numbers during the next 5-10 years.

The work of the Department is becoming ever more complex and there is now an urgent need for specialists in many areas of operation. Specialists may be either from non-engineering disciplines with appropriate education and experience (e.g. resettlement, law and finance) or in certain cases may be engineers who have undergone special training for a particular post (e.g. HDM, road safety, project management). Specialist posts have been identified as part of the details of the reorganisation. Some

specialists are in high demand (e.g. IT personnel) and many engineers are not keen to be posted into specialist posts which appear unattractive compared with field postings. The strategy for RHD is to introduce systems to assist with attracting and retaining specialists.

There are many support staff in the Department but there is a shortage of skilled and experienced administrative support staff. During the past few years technology has changed but little has been done to develop those support activities which are essential to the efficient operation of the Department. Training and development of support staff is an important aspect of the RHD Strategy.

The Strategy is also to make a number of improvements in the designations and grades of some personnel. In particular some of the non-engineering cadre officers (e.g. economics, arboriculture) should be brought into line with the equivalent engineering personnel in terms of grades and pay scales. There is also a long standing anomaly with the Assistant Research Officers (AROs) at the BRRL who are designated as Class III staff although their education and training indicates that they should clearly be Class II officers.

## **Planning and Maintenance**

### ***Planning***

Until recently planning of the RHD annual programmes had to be based on perceived needs rather than on analysis. The RHD now has access to an extensive body of computerised data from surveys. This data can be used with inventory data, to determine the future budgetary needs for maintenance and rehabilitation. At the core of this system is the HDM that provides an economic ranking of options.

#### **RHD ANNUAL DATA COLLECTION**

- Road & Bridge Conditions
- Road roughness,
- Traffic volumes
- Deflections

This data system is also linked to GIS mapping that facilitates the production of maps and the location of data.

These systems are now operational but there are some areas requiring further attention. A priority is to ensure that the road identification system is always used.

### ***Budgets***

Under the old system, requests for the **Revenue Budgets** were generally based on the previous years budget with some allowance for inflation. Some variations occur from year to year to meet specific requirements.

The **Annual Development Budget** is based on requests for funding from the field Zones and priorities perceived by the Ministry, RHD Headquarters and donors. Development projects are processed through a system established by the Planning Commission.

The Revenue Budget is largely expended on Routine and Periodic Maintenance of roads, bridges and buildings. In addition it is used to fund operations and maintain equipment and ferries. The RHD annual Revenue Budget is currently of the order of Taka 520 crore per annum. The ADP Budget is largely allocated to upgrading, rehabilitation and new development works. Some of these items may be considered as periodic maintenance. The ADP budget is currently of the order of Taka 2427 crore [Figures as of December 2003: Source RHD].

The tools are in place to enable rational planning and budgeting of future maintenance and rehabilitation projects. Establishing procedures, including a Medium Term Budgeting Framework (MTBF) to enable this to take place efficiently is a priority if the objectives of this Strategy are to be achieved.

### ***Maintenance***

With the major road network now developed the priority for spending must shift from new construction to maintenance. If roads and bridges are not properly maintained the massive asset value of RHD roads and bridges will not be protected.

As part of the RHD Strategy, the execution of maintenance works includes an expanded periodic maintenance requirement that will create a major new demand for the larger local contractors. It is estimated that on the national and regional highway network, about 700 km of thin overlay or other bitumen surface treatment should be undertaken each year.

The RHD Strategy requires that:

- Maintenance practices will have to be upgraded to cope with the increased demand. Contracts for major machine based periodic maintenance (overlays and bitumen surface treatment) will be required for improved National and Regional roads. Periodic maintenance on other roads could remain under small-scale contractors using improved labour-based methods.
- Works programmes must be closely monitored. Reporting should be standardised and acted upon. Reports should highlight physical progress and quality not just financial expenditure.
- Quality of all works must be ensured so that the product fulfils the design criteria and the overall objectives.

#### **MAINTENANCE TYPES**

- **Routine:** small-scale activities that must be carried out frequently.
- **Periodic:** planned activities that are related to age or condition.
- **Rehabilitation & Improvement:** work on failed roads & bridges (due to poor construction or lack of maintenance) or improvements to meet increasing demands.

#### **PERIODIC MAINTENANCE**

**About One hundred kilometres of thin overlay or bitumen surface treatment will be required each year in each of the seven Zones. Over a 26 week works period each Zone would have to complete approximately 4 km a week.**

### **Standards and Designs**

#### ***Standards***

At the present time RHD is in the process of developing formal standards for the design, construction and maintenance of roads and bridges. The present system is inefficient as standards are revised for most major projects and inconsistencies can occur between projects. One important aim of this Strategy is that RHD standards are developed, published and enforced.

#### **TYPICAL STANDARDS**

- Road geometric design standards
- Road pavement design standards
- Road safety standards, including signs and road markings
- Environmental and re-settlement standards

#### ***Surveys and Designs***

Except for foreign aided projects surveys and designs are at present often not given the required attention. There is a particular concern with major bridges. Field divisions are reluctant to spend funds on survey and design and the RHD site investigation teams & design circles are thus required to produce results with insufficient resources.

An important feature of the Departments' Strategy is therefore to obtain proper funding for designs and to ensure that all works are planned and designed in the prescribed manner.

### ***Outsourcing of Services***

Many highway departments do not carry out surveys or designs in house but contract these items out to the private sector. This has the advantage of allowing these departments to concentrate on their core activities of planning, setting standards, procurement and monitoring. It is also easier to deal with fluctuations in workload if services are contracted out. Separating the design and monitoring roles also provides a safeguard as the department then assumes a design checking function. With increasing demands on staff within the RHD, this Strategy supports the case for outsourcing a number of services.

The outsourcing of services needs to be done in a controlled, organised manner and needs careful thought and planning to be fully successful. The control and monitoring of external services needs skilled and capable RHD staff with a technical knowledge of the subject. In order to develop these skills, the RHD Strategy envisages that staff will require training and will be encouraged to spend periods working with local consultants under deputation.

### **Contracts and Quality**

Largely as a result of pressures to expand the road network and the scarcity of funds, quality has in recent years not played a major role in construction works in Bangladesh. Whilst neglecting quality may give an appearance of rapid progress it is in fact a very wasteful use of funds. There are many excuses put forward for poor quality such as, small inexperienced contractors, shortage of equipment and no testing facilities. Most of these excuses do not stand up to scrutiny as high quality works have been achieved in Bangladesh using the smallest of contractors with the minimum of equipment and only very simple testing facilities.



RHD's New Contract Procedures (NCP) was introduced in June 2002, basically to replace existing tender form 2911. For works upto 25 lakhs Form 2911 is still being used. Under the NCP use of new tender form, including new conditions of contract, new technical specifications and standard test procedures have been introduced. Typical standard drawings are currently being developed for RHD. The RHD's schedule of rates has been revised to suit the new technical specifications and was introduced in August 2003. The main objective of introducing these NCP is to improve the performance standard and quality of RHD works.



The RHD Strategy is based on the fact that quality must become a key issue for all RHD work. It is currently developing systems to improve reporting, monitoring, contact measurement and payment systems, which should improve the quality of all contracts.

"Public procurement regulations 2003" have been published by the Planning Commission in September 2003. Through these regulations a new Central Procurement Technical Unit (CPTU) has been established in the Implementation Monitoring and Evaluation Division (IMED) of the Ministry of Planning. The CPTU aims to improve the efficiency and fairness of procurement of goods, works and services. These regulations should improve transparency and improve the business climate for all public funds.

The Standard Tender Documents (STD) for all GoB contracts will be issued in due course. These will replace all existing tender forms, including Form 2911 and NCP in RHD with new forms, dependant on contact size. The Contact System Implementation and Monitoring Team (CSIMT) is monitoring progress in this area.

## Equipment

The RHD Mechanical Zone is responsible for 3022 items of equipment (RHD: 2003). Of these items 1724 are over 20 years old and 488 are out of service. The Mechanical Zone currently employs about 1,500 staff of which 219 are either class-1 or class-2 employees.



The annual revenue budget for equipment and ferries is normally about Taka 6 crore. This amount is enhanced to enable the purchase of some new items of equipment. The 2003/2004 budget is Taka 23 crore. As a result 10 sets of ferry engines, 4 Raker and 10 mini asphalt plants have been planned for procurement. Also a PP for further purchase of 38 items of compaction equipment has been approved. [Source: Mechanical Zone of RHD].

Computer systems have been installed within the Mechanical Zone. These have significantly improved the management of equipment, ferries, stores and spare parts.

Currently most mechanical equipment is allocated to field divisions and is under their day-to-day control. Equipment is hired to RHD contractors at well below commercial rates. RHD is now actively considering to change the hiring system consistent with the New Contracting Procedures.

The long-term goal in keeping with the RHD Strategy must be for most construction equipment to be in the private sector. However this will take some years to develop. In the interim, the recently established equipment pool has started operating on commercial principles, under the control of the Mechanical Zone. This pool hires out new and rehabilitated equipment at commercial rates to RHD contractors working under FIDIC type contracts where the contractors are responsible for supply of equipment.

**The effective use of machinery, particularly for compaction, is essential for construction of high quality, durable roads.**

The Departments' Strategy will be supported by the following actions:

- A Government order to prevent the hire of other RHD equipment at the old departmental rates to contractors operating under FIDIC type conditions is to be issued soon.
- A rehabilitation programme for 3-wheeled steel rollers will be implemented. These would then be added to the new pool and used for routine maintenance works.
- A system of re-cycling hire charges for purchase of new equipment needs to be developed and approved by Government.



### **Ferries**

RHD ferries provide an essential public service in crossing the many un-bridged rivers in Bangladesh. Until recently there has been little investment in ferries and there is now a need to modernise the service with the introduction of more roll on–roll off craft to replace old uneconomic Unifloat a steel catamarans, which are in poor condition. The RHD Strategy strongly favours that:

- Ferries must be operated on a more commercial basis.

- A programme to rehabilitate about 60 of the roll on-roll off ferries all between 12 and 20 years old will also be required.



## **SECTION 4**

### **THE OFFICE OF THE CHIEF ENGINEER**

#### **CONTENTS**

##### **4.1 OPERATIONAL PLAN**

**Introduction**

**Objective**

**Main Outputs**

**Organisation**

**Activities**

##### **4.2 JOB DESCRIPTIONS**

**Chief Engineer**

**Staff Officer (EE)**

**Assistant Engineer**

## **4.1 OPERATIONAL PLAN**

### **INTRODUCTION**

The Roads and Highways Department is the Executive Agency of the Ministry of Communications responsible for the development and maintenance of all National and Regional Highways and Feeder Roads Type 'A' in Bangladesh. This road network totals about 20,000 kms in length. The annual budget of the Department is in the order of Taka 3,000 crore and the department employs close to 13,000 personnel. Current budget and personnel information is available on the RHD Intranet.

The Chief Engineer is the most senior officer in the Department responsible to the Minister and the Secretary of the Ministry of Communications for all aspects of Departmental operations.

This strategy outlines the role of the Chief Engineer and the personnel in his immediate office.

### **OBJECTIVE**

The objective of the Chief Engineer and his office is to ensure that all operational areas of the RHD are contributing effectively to the overall policy of the Department and the activities, policies and plans of the Department are properly represented within the Government of Bangladesh and to the general public.

### **MAIN OUTPUTS**

The main outputs of the Office of the Chief Engineer are:

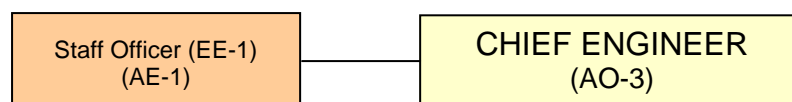
- Provide leadership and inspiration to all officers and staff of the RHD.
- Ensure that the image of the RHD is enhanced through proper representation to both Government and the general public.
- Provide the Government of Bangladesh with reports (verbal & written) on all activities undertaken by the Department.
- Ensure that the strategies for the construction and maintenance of the RHD road and bridge network are supportive of the National Land Transport Policy.
- Ensure that the administration and execution of the functions of the Department are as per acts, ordinances, rules, regulations and directives issued by the Government from time to time.
- Provide executive and operational guidance to headquarter staff and field staff and maintain discipline.

- Ensure that the Department's operation and development is based upon modern management practices.
- Provide an Annual Report on the activities of RHD.

## ORGANISATION

In order to increase the overall management capabilities and to facilitate the development and maintenance works of RHD road network, the Ministry of Communications has restructured the different wings circles divisions, sub-divisions and sections of Roads and Highways Department including CE's office. The current organisation of The Office of the Chief Engineer is as follows:

### Organogram of the Office of the Chief Engineer



The Chief Engineer is currently assisted by an Executive Engineer holding the post of Information Officer. In reality, this officer performs the functions of a staff officer for the Chief Engineer. In a proposed reorganisation, the post of Staff Officer for the Chief Engineer would be formalised and an additional post of Public Relations Officer (PRO) is suggested. This post is of equivalent rank to an Executive Engineer and must be occupied by a person who has excellent communication skills, experience of dealing with the media and holds a relevant higher qualification in these subjects.

This post is established to assist the Chief Engineer, who has to deal with many queries about the RHD operations and also has to disseminate information about the Department both internally and externally.

## ACTIVITIES

The main activities of the Office of the Chief Engineer are summarised below:

- Co-ordinate the activities of all the Wings and Zones of the Department by means of the RHD Senior Management Committee, other technical and financial committees and meetings with the Additional Chief Engineers.
- Exercise concurrent control with the Controller & Auditor-General (C&AG) over the duties of the RHD officers in maintaining accounts.

- Oversee the preparation of strategic plans for the future Highways Network and represent the Department's case in securing the related budgets.
- Manage the preparation of the annual budget requests for all works under the control of the Department.
- Oversee the expenditure of the annual budget in accordance with the actual financial requirements of the Department.
- Liaise with the Ministry of Communications on all matters relating to the Department and present to the Ministry of Communications reports on the activities of the Department.
- Liaise with external agencies and development partners on matters relating to RHD projects in accordance with GoB instructions.
- Represent RHD at high-level meetings, conferences, seminars, press briefings, etc. as and when required.
- Review emergency planning procedures and oversee the execution of emergency works.
- Review and where appropriate implement disciplinary procedures in accordance with Government instructions.
- Review and approve/recommend transfers and postings of all officers in accordance with the need of the RHD and adopted policy of the Department.
- Periodically review the strategies and operations of all Headquarters Circles within the RHD to ensure they are fulfilling their stated functions. Provide guidance and additional support as required.
- Facilitate the training and development of officers and staff to ensure they are able to meet the requirements of the Department.
- Through regular project reviews and field visits ensure that development and maintenance works are being carried out to the required standards and quality.
- Review and approve the RHD Annual Report.

Further details of the outputs and activities of the different areas of work in the Department are provided in the various Wing/Zone Strategies and Circle Operational Plans.

## **4.2 JOB DESCRIPTIONS**

Specific Job Descriptions for this office are included in the next page.

<b>RHD Job Description – Management Manual</b>
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<b>POST: CHIEF ENGINEER</b>
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Office of the Chief Engineer	Approved:	
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**OFFICE OF THE CHIEF ENGINEER**

- |                       |       |
|-----------------------|-------|
| 1. Staff Officer (EE) | 1 No. |
| 2. Assistant Engineer | 1 No. |

**PERSONNEL SPECIFICATION:**

The personnel specification is as required by the recruitment rules. Please refer to Section 7 - Government Rules and Regulations, sub - section 3 - Administrative Rules and Regulations.

**DUTIES AND RESPONSIBILITIES OF THIS POST:**

The Chief Engineer is the head of the Roads and Highways Department responsible to the Ministry of Communications for the efficient administration and management of the works of the Department. He is the chief professional and principal advisor to the Government in all matters connected with the affairs of the Department.

He has full administrative, technical, budgetary and supervisory control over the Additional Chief Engineers, Superintending Engineers, Executive Engineers, Sub-Divisional Engineers, Assistant Engineers and all other staff working in the Department.

As there is only one post of Chief Engineer it is not appropriate to have a General and a Specific Job Description for the Chief Engineer and as such the duties and responsibilities of the Chief Engineer are included in the General Job Description for the Chief Engineer in Section 5 of this manual.



<b>RHD Job Description – Management Manual</b>
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<b>SJD/OCE/1.1 - STAFF OFFICER (EE)</b>
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**PERSONNEL SPECIFICATION:**

The post holder must meet the general requirements of an Executive Engineer as specified in Section 5 of the RHD Management Manual.

In addition the post holder must be a graduate in Civil Engineering. He should be proficient in English language and a competent computer user. He should preferably have specialist training in administration and management.

**SPECIFIC DUTIES AND RESPONSIBILITIES OF THIS POST:**

In addition to the general responsibilities of the post of Executive Engineer, as specified in Section 5 of the RHD Management Manual, the specific duties relating to this post are as stated below:

1. Receive all letters addressed to the Chief Engineer (CE) and arrange in priority order for placement before the CE and assist the CE in disposing of the same on time.
2. Send letters to the relevant officers as marked by the CE and keep a note of important letters to be tracked in a diary.
3. Follow up of the letters as requested by the CE and report back to the CE in the case of delays.
4. Arrange appointments with the CE for the representatives of Development Partners and Consultants, senior officials of the RHD and other dignitaries.
5. Prepare the daily programme of activities for the CE and place it before him each morning.
6. Inform the CE of all-important events of the day outside his office well ahead of schedule and seek instructions from him.
7. Arrange the preparation and collection of speeches and briefing notes for meetings, workshops and seminars for the CE from the concerned officials.
8. Oversee the maintenance of a congenial working environment in and around CE's office including security arrangements.
9. Prepare reports and briefings on specific subjects as required by the CE.
10. Sort out and distribute important papers/documents/files etc. on behalf of CE, RHD.
11. Carry out any other activities as assigned by the CE.

**RHD Job Description – Management Manual****SJD/OCE/1.2 - ASSISTANT ENGINEER**

Office of the Chief Engineer

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**PERSONNEL SPECIFICATION:**

The post holder must meet the general requirements of an Assistant Engineer as specified in Section 5 of the RHD Management Manual.

**SPECIFIC DUTIES AND RESPONSIBILITIES OF THIS POST:**

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

1. Ensure keeping of record of letters received in the Office of the Chief Engineer.
2. Assist the Staff Officer in sending the letters to the relevant officer(s) as marked by the CE and follow up on the important/urgent letters.
3. Ensure that all necessary arrangements are made for meetings in the conference room of Sarak Bhaban or in any other place as instructed.
4. Ensure that files coming to the CE's office from different offices/sections are dealt with properly and on time.
5. Prepare drafts for reports and briefings on specified subjects as required by the CE.
6. Assist in the preparation and collection of speeches, briefings notes for meetings for the CE from the concerned officials prior to attending any important meeting, seminar or workshop.
7. Keeping watch in maintaining congenial working environment in and around CE's office including security arrangements.
8. Carry out any other activities relating to CE's office when instructed by his superior officer.

## **SECTION 5**

### **GENERAL JOB DESCRIPTIONS**

#### **CONTENTS**

#### **PREAMBLE**

<b>Reference No.</b>	<b>Job Description Title</b>
<b>GJD1</b>	<b>Chief Engineer</b>
<b>GJD2</b>	<b>Additional Chief Engineer</b>
<b>GJD3</b>	<b>Superintending Engineer</b>
<b>GJD4</b>	<b>Executive Engineer</b>
<b>GJD5</b>	<b>Sub-Divisional Engineer</b>
<b>GJD6</b>	<b>Assistant Engineer</b>
<b>GJD7</b>	<b>Sub-Assistant Engineer</b>

## **PREAMBLE**

All Roads and Highways Department officers are delegated with defined responsibilities according to their Grade. These responsibilities include both administrative duties and financial authorities, which are the same for each grade of officer irrespective of the specific details of his/her current post. The details of these duties and authorities are given in the following General 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 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.

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 and should refer to the relevant General Job Descriptions.

For the purpose of the General Job Descriptions the terms 'engineer' and 'engineering' apply to both Civil and Mechanical Engineering disciplines.

Certain responsibilities and authorities of 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.

**RHD General Job Description – Management Manual****GJD1 - CHIEF ENGINEER**

Roads &amp; Highways Department

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**PERSONNEL SPECIFICATION:**

The personnel specification is as required by the recruitment rules. Please refer to Section 7 - Government Rules and Regulations, sub-section 3 - Administrative Rules and Regulations.

**GENERAL DUTIES AND RESPONSIBILITIES OF THIS POST:****SCOPE OF RESPONSIBILITY**

1. The Chief Engineer is the technical and administrative head of the Roads and Highways Department and the Chief Technical Advisor to the Government.
2. He has full technical and administrative control over the personnel of the Department.
3. He will, as required, issue standing orders on appropriate matters. The standing orders will, unless specifically stated, be binding upon all personnel of the Department. A consolidated book of standing orders will be maintained and the list of current standing orders will be reviewed at least once each year.
4. He may delegate certain of his duties to his Additional Chief Engineers provided this delegation is made through a standing order, which defines the maximum extent and period of validity of the delegated powers.

**COMMUNICATIONS**

5. The Chief Engineer shall report on appropriate RHD issues to the Minister of Communications as per directives and when required/requested.
6. He is the senior representative of the Department and is responsible for representing the Department's views to other branches of Government including both the civil and military authorities.
7. He will issue notices and give interviews to the press and electronic media organisations on important RHD activities/events and policies as and when deemed necessary.
8. He is authorised to make direct contact with Development Partners and other foreign organisations who are working with/for the Department (including those proposing to work and those who have recently completed work with/for the Department).

**RHD General Job Description – Management Manual****GJD1 - CHIEF ENGINEER**

Roads &amp; Highways Department

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**PERFORMANCE MANAGEMENT**

9. The Chief Engineer will (in order to ensure the proper planning, design and supervision of works carried out by the Department) make sure that modern management and control systems are established and operational throughout the Department. He will periodically review the existing organisation, procedures and systems and ascertain that these are adequate and fully in compliance with the rules and regulation issued by the Government.
10. As Chairman of the RHD Senior Management Committee he will hold regular management meetings and review all matters relating to the operations, systems and procedures of the Department.
11. He will review the physical work plans of each Wing/Zone and together with the relevant ACEs, monitor progress of work on a monthly basis. He will also seek clarification with regard to reasons for any problematic or delayed programmes.
12. He will ensure that the execution works and the operations of the Department are carried out in accordance with the acts, ordinances, rules, regulations and directives issued by the Government from time to time.
13. He will make periodic inspections of his own office and the office of each Additional Chief Engineer and Project Director. During his visits to the Zones he will formally address officers and staff on issues concerning the Department. The results of these inspections will be recorded on the prescribed pro-forma.
14. He will overview the development of MIS/IT systems in RHD so that these are taking place as per plan and programme.
15. He will attend meetings in the Ministry of Communications, Planning Commission etc. on matters such as progress review, promotion of officers and approval of procurement, as well as inter-ministerial meetings.

**PERSONNEL MANAGEMENT**

16. The Chief Engineer is responsible for the proper functioning and discipline of the Department and in cases of default will be responsible for initiating disciplinary proceedings against the concerned personnel. This will include appointing enquiry officers and the processing and disposal of cases according to disciplinary rules.

<b>RHD General Job Description – Management Manual</b>
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<b>GJD1 - CHIEF ENGINEER</b>
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17. He will ensure disciplinary cases, complaints, reinstatement of service and similar cases against Departmental officers are reviewed and settled at meetings attended by the Secretary of the Ministry of Communications and the Minister for Communications.
18. He will write the ACRs of the Additional Chief Engineers and Class I officers working directly under him and forward these to the Ministry of Communications for countersigning (by the Secretary) and for custody.
19. He will countersign the ACRs of Superintending Engineers and AEs working directly under ACEs and forward these to the Ministry of Communications for custody.
20. He will maintain custody of the ACRs of all Class II Officers of the Department and regular staff of his office and ensure that any special merits or adverse remarks are communicated to the persons concerned.
21. He will be responsible for transfer and posting, in accordance with the current policies of the Government, anywhere in Bangladesh of all officers up to and including the level of Executive Engineer.
22. He will make recommendations to the Ministry of Communications for transfer and posting of Additional Chief Engineers and Superintending Engineers.
23. He will promptly dispose of cases related to promotion, confirmation, approval of training for further development, personnel crossing efficiency bars, pensions, advances and other service related matters for all officers and staff of his office.
24. He will ensure that the current Human Resources Development and Training Policies of the Department are adhered to at all times. In particular he will ensure that the procedures followed for the posting and training of personnel are consistent with the needs to develop and post personnel in specialist disciplines and to make full use of new technologies.
25. He will review and, as appropriate, approve the annual RHD Training programme, which will include training both in Bangladesh and overseas. He will ensure that candidates are selected for training in the prescribed manner in order to obtain maximum benefit from all training activities.
26. He will have full control over the deputed officers and staffs from other ministries/departments /organizations.

**RHD General Job Description – Management Manual****GJD1 - CHIEF ENGINEER**

Roads &amp; Highways Department

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**FINANCIAL MANAGEMENT AND AUTHORITY**

27. The drawing and disbursing powers of the Chief Engineer are shown in the “Schedule of Financial Authorities of RHD Officers”, contained in a separate RHD document.
28. The Chief Engineer will exercise a concurrent control with the Comptroller & Auditor General (C&AG)/Controller General Accounts (CGA) over the duties of the officers of the department in connection with the maintenance of accounts and will give all legitimate support to C&AG/CGA in enforcing strict attention to regulations concerning disbursement of money, custody of stores and submission of accounts. He will take the advice and assistance of the Director - Audit and Accounts and the C&AG/CGA relating to accounting and financial matters.
29. He is responsible for ensuring that the annual budget estimates for all recurring expenditure and maintenance and development works, including all revenue receipts of the Department, are prepared within the required time frame. He will review the estimates and make the necessary requests to Government for the appropriate budget allocations.
30. He will monitor departmental expenditures against the relevant budget grants to ensure that no excess expenditures are permitted to occur. If additional budget appropriations are required, he will ensure that requests are made at the appropriate time. He will ensure that the yearly budget grant is effectively utilised and will avoid incurring large expenditures in the closing months of the year. He will also ensure that any funds which are not likely to be needed or may remain unutilised during the fiscal year, are promptly surrendered to allow their use for other purposes by the appropriate authority.
31. He will ensure that the revenues under his control arising from RHD operations are properly assessed and fully recovered and deposited in the Treasury in accordance with Government procedures.



**RHD General Job Description – Management Manual****GJD2 - ADDITIONAL CHIEF ENGINEER**

Roads &amp; Highways Department

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**PERSONNEL SPECIFICATION:**

The personnel specification is as required by the recruitment rules. Please refer to Section 7 - Government Rules and Regulations, sub-section 3 - Administrative Rules and Regulations.

**GENERAL DUTIES AND RESPONSIBILITIES OF THIS POST:****SCOPE OF RESPONSIBILITY**

1. An Additional Chief Engineer is the technical and administrative head of a Wing or Zone of the Roads and Highways Department.
2. He has technical and administrative control over the personnel in his Wing/Zone.
3. He will, as required, issue standing orders on appropriate matters. The standing orders will, unless specifically stated, be binding upon all personnel of his Wing/Zone. A consolidated book of standing orders will be maintained and the list of current standing orders will be reviewed at least once each year.
4. He may delegate certain of his duties to his Superintending Engineers provided this delegation is made through a standing order which defines the maximum extent and period of validity of the delegated powers.

**COMMUNICATIONS**

5. The Additional Chief Engineer shall report on issues concerning his Wing/Zone to the Chief Engineer as per directives and when required/requested.
6. He may, subject to the agreement of the Chief Engineer, represent the issues concerning his Wing/Zone to other branches of Government including both the civil and military authorities.
7. He will issue notices and give interviews to the press and electronic media organisations after obtaining concurrence, or as and when directed by the Chief Engineer and the Ministry of Communications.
8. To the extent as described in the MoU, contract agreement etc., he will make contact with Development Partners and other foreign organisations who are working with/for his Wing/Zone (including those proposing to work and those who have recently completed work with/for his Wing/Zone.)

<b>RHD General Job Description – Management Manual</b>
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<b>GJD2 - ADDITIONAL CHIEF ENGINEER</b>
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**PERFORMANCE MANAGEMENT**

9. The Additional Chief Engineer will (in order to ensure the proper planning, design and supervision of works carried out by his Wing/Zone) make sure that modern management and control systems are established and operational throughout his Wing/Zone. He will periodically review, and report to the Chief Engineer on the existing organisation, procedures and systems and will ascertain that these are adequate and fully in compliance with the rules and regulations issued by the Government.
10. As Chairman of his Wing/Zone Management Team he will hold monthly management meetings and review all matters relating to the operations, systems and procedures of the Wing/Zone.
11. He may review and report to the Chief Engineer on the physical workplans of his Wing/Zone and, together with the relevant Superintending Engineers, monitor progress of the work on a monthly basis. He will also seek clarification with regard to reasons for any problematic or delayed programmes.
12. He will ensure that the execution of all works and all other operations of his Wing/Zone are carried out in accordance with the Acts, Ordinances, Rules, Regulations and Directives issued by RHD and the Government from time to time.
13. He will ensure that all reports and other information required from the Wing/Zone and its subordinate offices are completed accurately in the required formats and are submitted to the Chief Engineer (or the officer designated to act on behalf of the Chief Engineer) within the due time.
14. He will make inspections of his own office and the offices of each Superintending Engineer in the Wing/Zone at least once a year. He will also inspect the office of at least one Division and one Sub-Division of his Wing/Zone once a year. The results of these visits will be recorded on the prescribed pro-forma.

**PERSONNEL MANAGEMENT**

15. The Additional Chief Engineer is responsible for the proper functioning and discipline of his Wing/Zone and in cases of default he is to make recommendations to the Chief Engineer for disciplinary proceedings to be instigated against the concerned personnel.
16. He will write the ACRs of the Superintending Engineers under his Wing/Zone and forward these to the Chief Engineer for countersigning prior to forwarding to the Ministry of Communications for custody.

<b>RHD General Job Description – Management Manual</b>
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<b>GJD2 - ADDITIONAL CHIEF ENGINEER</b>
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17. He will also write the ACRs of the Class I and Class II officers, and all other staff (Class III and Class IV) working directly under him, in the Office of the Additional Chief Engineer, and forward the ACRs of Class I and Class II officers to the Chief Engineer for further disposal. In the case of the ACRs of the staff, these will be maintained in his office.
18. He will countersign the ACRs of the Executive Engineers and Assistant Engineers directly attached to the Superintending Engineers under his Wing/Zone and forward these to the Chief Engineer for review and forwarding to the Ministry of Communications for custody.
19. He will review the ACRs of the Executive Engineers under his Wing/Zone and bring any particular instances of merit or default to the notice of the Chief Engineer at the time of forwarding the ACRs to the Chief Engineer for custody.
20. He may recommend to the Chief Engineer the transfer and posting (both within the Wing/Zone and elsewhere in Bangladesh) of Class I and Class II officers under his Wing/Zone up to and including the level of Executive Engineer.
21. He will transfer, in accordance with the current policies of the Government, Class III and IV staff under his Wing/Zone to other locations within the Wing/Zone and will make recommendations to the Chief Engineer for transfer of Class III and IV staff to/from other Wings/Zones.
22. He will promptly dispose of cases related to promotion, confirmation, approval of training for further development, personnel crossing efficiency bars, pensions, advances and other service related matters for all Class II, III and IV staff under his Wing/Zone.
23. He will notify the Director RHD Training Centre of any specific training needs for the officers and staff within his Wing/Zone. He will also report on whether the training of personnel in his Wing/Zone is consistent with the requirement to develop and post personnel in specialist disciplines and to make full use of new technologies.

#### **FINANCIAL MANAGEMENT AND AUTHORITY**

24. The drawing and disbursing powers of the Additional Chief Engineer are shown in the "Schedule of Financial Authorities of RHD Officers", contained in a separate RHD document.
25. He is responsible for ensuring that the annual budget estimates for all recurring revenue expenditure, maintenance and development works including revenue receipt in his Wing/Zone are prepared within the stipulated time. He will review the estimates and submit the same to the Chief Engineer for inclusion in the budget demand of the Department.

**RHD General Job Description – Management Manual**

**GJD2 - ADDITIONAL CHIEF ENGINEER**

Roads & Highways Department

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26. He will monitor the expenditures in his Wing/Zone against the relevant budget grants to ensure that no excess expenditures are permitted to occur. If additional budget appropriations are required he will ensure that the requests are made at the appropriate time. He will ensure that the yearly budget grant is effectively utilised and will avoid incurring large expenditures in the closing months of the year. He will also ensure that any funds which are not likely to be needed or may remain unutilised during the fiscal year are promptly identified and that the concerned authority is informed so that the funds can be used for other purposes.
  
27. He will ensure that any revenues under his control arising from RHD operations in his Wing/Zone are properly assessed and fully recovered and deposited in the Treasury in accordance with Government procedures.

<b>RHD General Job Description – Management Manual</b>
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<b>GJD3 - SUPERINTENDING ENGINEER</b>
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**PERSONNEL SPECIFICATION:**

The personnel specification is as required by the recruitment rules. Please refer to Section 7 - Government Rules and Regulations, sub-section 3 - Administrative Rules and Regulations.

**GENERAL DUTIES AND RESPONSIBILITIES OF THIS POST:****SCOPE OF RESPONSIBILITY**

1. A Superintending Engineer is the technical and administrative head of a Circle within a Wing or Zone of the Roads and Highways Department.
2. He has technical and administrative control over the personnel in his Circle.

**COMMUNICATIONS**

3. The Superintending Engineer will report on all issues concerning his Circle to the Additional Chief Engineer of his Wing/Zone.
4. He may, subject to the agreement of the Additional Chief Engineer, represent specific technical issues concerning his Circle to other branches of Government including both the civil and military authorities.
5. He will make contact with Development Partners (on being advised/directed by the authority) and other foreign organisations, which are working directly with his Circle.

**PERFORMANCE MANAGEMENT**

6. The Superintending Engineer will (in order to ensure the proper planning, design and supervision of works carried out by his Circle) make sure that modern management and control systems are established and operational throughout his Circle. He will periodically review, and report to the Additional Chief Engineer on the existing organisation, procedures and systems and will ascertain that these are adequate and fully in compliance with the rules and regulation issued by the Government.
7. He will attend the monthly meetings of the Wing/Zone Management Team and report on all matters relating to the operations, systems and procedures of his Circle.
8. He will review and report to the Additional Chief Engineer on the physical work plans of his Circle, and together with the relevant Executive Engineers, monitor progress of the work on a monthly basis. He will also seek clarification with regard to reasons for any problematic or delayed programmes.

<b>RHD General Job Description – Management Manual</b>
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<b>GJD3 - SUPERINTENDING ENGINEER</b>
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9. He will ensure that the execution of all works and all other operations of his Circle are carried out in accordance with the Acts, Ordinances, Rules, Regulations and Directives issued by the RHD and Government from time to time.
10. He will ensure that all reports and other information required from the Circle and its subordinate offices are completed accurately in the required formats and are submitted to the Additional Chief Engineer (or the officer designated to act on behalf of the Additional Chief Engineer) within the due time.
11. He will make inspections of his own office and the offices of each Executive Engineer in the Circle at least once a year. He will also inspect at least 50% of the Sub-Division offices of his Circle once a year. The results of these visits will be recorded on the prescribed pro-forma.
12. He will promptly dispose of cases related to promotion, confirmation, approval of training for further development, personnel crossing efficiency bars, pensions, advances and other service related matters for all Class II, III and IV staff under his Circle.

**PERSONNEL MANAGEMENT**

13. The Superintending Engineer is responsible for the proper functioning and discipline of his Circle and in cases of default he is to make recommendations to the Additional Chief Engineer for disciplinary proceedings to be instigated against the concerned personnel.
14. He will ascertain the skills and capacity of the officers and staff working under him and will satisfy himself that the staff and officers employed under him are adequate and necessary.
15. He will write the ACRs of the Executive Engineers under his Circle, and of the Assistant Engineer, Sub-Assistant Engineer and the staff working directly under him in his office, and forward these to the Additional Chief Engineer in the case of Class I and Class II officers for countersigning and forwarding to the Chief Engineer. In the case of the ACRs of staff, they are sent for countersigning by the ACE and will be maintained in his office.
16. He will countersign the ACRs of the Sub-Divisional Engineers and Assistant Engineers working in different divisions under his Circle and Sub-Assistant Engineers/staff directly under Executive Engineers and forward those to the Chief Engineer in case of Class I and Class II officers. In the case of staff, the ACRs will be kept in his office for custody.
17. He will review the ACRs of all Class II officers under his Circle and bring any particular instances of merit or default to the notice of the Additional Chief Engineer prior to forwarding to the Chief Engineer for custody.

<b>RHD General Job Description – Management Manual</b>
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<b>GJD3 - SUPERINTENDING ENGINEER</b>
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18. He may recommend transfer of Class III and IV staff within his Circle to the Chief Engineer/Additional Chief Engineer and make recommendation to the Additional Chief Engineer for transfer of Class II officers and staff (Class III & IV) within the Wing/Zone.
19. He will promptly dispose of pension cases of non-gazetted staff under his Circle.
20. He will notify the Additional Chief Engineer of any specific training needs for the officers and staff within his Circle.
21. He will ensure his officers and staff attend training courses at the RHD Training Centre, or elsewhere, as and when directed.

### **FINANCIAL MANAGEMENT AND AUTHORITY**

22. The drawing and disbursing powers of a Superintending Engineer are shown in the “Schedule of Financial Authorities of RHD Officers”, contained in a separate RHD document.
23. He is responsible for ensuring that the annual budget estimates for all recurring revenue expenditure, maintenance and development works including all revenue receipts in his Circle are prepared within the stipulated time. He will review the estimates and submit the same to the Additional Chief Engineer for the appropriate budget allocations.
24. He will monitor the expenditures of different divisions under his Circle against the relevant budget grants to ensure that no excess expenditures are permitted to occur. If additional budget appropriations are required he will ensure that requests are made at the appropriate time. He will ensure that the yearly budget grant is effectively utilised and will avoid incurring large expenditures in the closing months of the year.
25. He will also ensure that any funds which are not likely to be needed or may remain unutilised during the fiscal year are promptly identified and that the concerned authority is informed so that the funds can be used for other purposes.
26. He will ensure that any revenues under his control arising from RHD operations in his Circles are properly assessed and fully recovered and deposited in the Treasury in accordance with Government procedures.
27. He will report all financial irregularities, misappropriations and losses sustained by the Government to the Additional Chief Engineer and the Director-Audit & Accounts of the RHD as soon as they come to his notice.

**RHD General Job Description – Management Manual****GJD4 - EXECUTIVE ENGINEER**

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**PERSONNEL SPECIFICATION:**

The personnel specification is as required by the recruitment rules. Please refer to Section 7 - Government Rules and Regulations, sub-section 3 - Administrative Rules and Regulations.

**GENERAL DUTIES AND RESPONSIBILITIES OF THIS POST:****SCOPE OF RESPONSIBILITY**

1. An Executive Engineer has technical and administrative responsibility for a Division under a Circle within a Wing or Zone of the Roads and Highways Department.
2. He has technical and administrative control over the personnel in his Division.

**COMMUNICATIONS**

3. The Executive Engineer will report on issues concerning his Division to the Superintending Engineer of his Circle as per directives and when required/requested.
4. He may, subject to the instructions of the Superintending Engineer, represent specific technical issues concerning his Division to other branches of Government including both the civil and military authorities.

**PERFORMANCE MANAGEMENT**

5. He will supervise the progress of works under his Division and ensure that all operations are consistent with the annual work programme. He will highlight any shortcomings and deficiencies and bring these to the immediate attention of the concerned officers and staff.
6. He will as soon as possible bring to the notice of Superintending Engineers and/or superior officers any problems or hazards which have, or are likely to occur in the implementation of work.
7. He will review, and report to the Superintending Engineer on the physical workplans of his Division, and together with the relevant Sub-Divisional Engineers monitor progress of all works on at least a monthly basis. He will also provide clarification with regard to reasons for any problematic or delayed programmes.
8. He will ensure that the execution of all works and other operations of his Division are carried out in accordance with the Acts, Ordinances, Rules, Regulations and Directives issued by RHD and the Government from time to time.



<b>RHD General Job Description – Management Manual</b>
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<b>GJD4 - EXECUTIVE ENGINEER</b>
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9. He will ensure that all reports and other information required from his Division and its subordinate offices are completed accurately in the required formats and are submitted to the Superintending Engineer within the due time.
10. He is responsible for timely disposal of inspection reports, audit reports, inspection reports of higher officers and all matters connected with reports and queries of the Public Accounts Committee/ Planning Commission/IMED and other branches of Government.
11. He will make inspections of his own office and the Sub-Division offices of his Division once a year. The results of these visits will be recorded on the prescribed pro-forma.
12. He will submit a report to the Superintending Engineer at the beginning of each financial year regarding the equipment under his division (survey, computer, electrical, mechanical etc.)

**PERSONNEL MANAGEMENT**

13. The Executive Engineer is responsible for the proper functioning and discipline of his Division and in cases of default he is to recommend to the Superintending Engineer for disciplinary proceedings to be instigated against the concerned personnel.
14. He will ascertain the skills and capacity of the officers and staff working under him and will satisfy himself that the staff and officers employed under him are adequate and necessary.
15. He will write the ACRs of the Sub-Divisional Engineers under his Division as well as Assistant Engineers, Sub-Assistant Engineers and staff directly under him in his office, and forward these to the Superintending Engineer for countersigning and disposal.
16. He will countersign the ACRs of the Class II officers and staff of Sub-divisions and forward these to the Superintending Engineer for custody.
17. He will notify the Superintending Engineer of any specific training needs for the officers and staff within his Division.
18. He will ensure his officers and staff attend training courses at the RHD Training Centre, or elsewhere, as and when directed.
19. He will promptly dispose of cases related to promotion, confirmation, approval of training for further development, personnel crossing efficiency bars, pensions, advances and other service related matters for all Class II, III and IV staff under his Division.

**RHD General Job Description – Management Manual****GJD4 - EXECUTIVE ENGINEER**

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**FINANCIAL MANAGEMENT AND AUTHORITY**

20. The drawing and disbursing powers of an Executive Engineer are shown in the “Schedule of Financial Authorities of RHD Officers” contained in a separate RHD document.
21. The Executive Engineer is the drawing and disbursing officer of his Division. In this capacity he is required to handle all accounts and financial matters and is responsible for the timely and accurate submission of all accounting and financial reports/statements to the Chief Accounts Officer, Ministry of Communications as well as to the Director - Audit & Accounts of the Roads and Highways Department on a monthly and annual basis.
22. He is responsible for preparing budget estimates for all recurring revenue expenditures, and maintenance and development works in his Division and ensuring that these are submitted to the Superintending Engineer within the prescribed time.
23. He will monitor the expenditures in his Division against the relevant budget grants to ensure that no excess expenditures are permitted to occur. If additional budget appropriations are required he will ensure that requests are made at the appropriate time. He will ensure that the yearly budget grant is effectively utilised and will avoid incurring large expenditures in the closing months of the year.
24. He will also ensure that any funds which are not likely to be needed or may remain unutilised during the fiscal year are promptly identified and that the concerned authority is informed so that the funds can be used for other purposes.
25. He will ensure that any revenues under his control arising from RHD operations in his Division are properly assessed and fully recovered and deposited in the Treasury in accordance with Government procedures.
26. He will report all financial irregularities, misappropriations and losses sustained by the Government to the Superintending Engineer as soon as they come to his notice.

**RHD General Job Description – Management Manual****GJD5 - SUB-DIVISIONAL ENGINEER**

Roads &amp; Highways Department

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**PERSONNEL SPECIFICATION:**

The personnel specification is as required by the recruitment rules. Please refer to Section 7 - Government Rules and Regulations, sub-section 3 - Administrative Rules and Regulations.

**GENERAL DUTIES AND RESPONSIBILITIES OF THIS POST:****SCOPE OF RESPONSIBILITY**

1. A Sub-Divisional Engineer has technical and administrative responsibility for a Sub-Division under a Division (in the case of some non-field office posts a sub-divisional engineer may not be assigned to a defined sub-division. In these cases his duties and responsibilities will remain basically the same, as those defined herein but there may be minor variations).

**COMMUNICATIONS**

2. The Sub-Divisional Engineer will report on issues concerning his Sub-Division to the Executive Engineer. He will communicate with other offices of the Government/Semi-Government/Autonomous bodies as per instructions from the Executive Engineer on specific issues.

**PERFORMANCE MANAGEMENT**

3. The Sub-Divisional Engineer will work under the supervision and direction of the Executive Engineer of his Division and shall exercise the extent of authority delegated to him by the Executive Engineer.
4. The Sub-Divisional Engineer will diligently perform supervision of the works under his Sub-Division and will ensure that all operations are consistent with the annual work programme assigned in his Sub-Division. He will highlight any shortcomings and deficiencies and bring these to the immediate attention of the concerned officers and staff.
5. He will review and report to the Executive Engineer on the physical workplans of his Sub-Division, and together with the relevant Assistant Engineers and Sub-Assistant Engineers, monitor progress of the work on at least a monthly basis.
6. He will ensure that the execution of all works and other operations of his Sub-Division are carried out in accordance with the Specifications, Acts, Ordinances, Rules, Regulations and Directives issued by the RHD and the Government from time to time.
7. He will ensure that all reports and other information required from the Sub-Division are completed accurately in the required formats and are submitted to the Executive Engineer within the due time.

**RHD General Job Description – Management Manual**

**GJD5 - SUB-DIVISIONAL ENGINEER**

Roads & Highways Department

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**PERSONNEL MANAGEMENT**

8. The Sub-Divisional Engineer is responsible for the proper functioning and discipline of his Sub-Division and he will report cases of default to his Divisional Engineer for necessary action.
9. He will ascertain the skills and capacity of the officers and staff working under him and will satisfy himself that the staff and officers employed under him are adequate and necessary.
10. He will write the ACRs of all Class II officers and staff under his Sub-Division and forward these to the Executive Engineer for countersigning.
11. He will ensure his officers and staff attend training courses at the RHD Training Centre, or elsewhere, as and when directed.

**FINANCIAL MANAGEMENT AND AUTHORITY**

12. The drawing and disbursing powers of a Sub-Divisional Engineer are shown in the “Schedule of Financial Authorities of RHD Officers” contained in a separate RHD document.
13. He will maintain all initial accounts for expenditure under his charge and submit them to the Division in a prescribed form within the due date.

**RHD General Job Description – Management Manual****GJD6 - ASSISTANT ENGINEER**

Roads &amp; Highways Department

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**PERSONNEL SPECIFICATION:**

The personnel specification is as required by the recruitment rules. Please refer to Section 7 - Government Rules and Regulations, sub-section 3 - Administrative Rules and Regulations.

**GENERAL DUTIES AND RESPONSIBILITIES OF THIS POST:****SCOPE OF RESPONSIBILITY**

1. An Assistant Engineer will work under the direct supervision and instruction of a responsible senior officer of Sub-Divisional Engineer grade or above.

**COMMUNICATIONS**

2. The Assistant Engineer will report on issues concerning his work to his responsible senior officer.

**PERFORMANCE MANAGEMENT**

3. The Assistant Engineer shall exercise the extent of authority delegated to him by his responsible senior officer.
4. He will ensure that all operations he carries out or which are carried out by his subordinates are consistent with the annual work programme. He will highlight any shortcomings and deficiencies and bring these to the immediate attention of the concerned officers and staff.
5. He will ensure that the execution of all works and other operations of his work and that of his subordinates are carried out in accordance with the Specifications, Acts, Ordinances, Rules, Regulations and Directives issued by RHD and the Government from time to time.
6. He will ensure that all reports and other information required from his office are completed accurately in the required formats and are submitted to his responsible senior officer within the due time.

**PERSONNEL MANAGEMENT**

7. The Assistant Engineer is responsible for the proper functioning and discipline of his subordinate staff and he will report cases of default to his responsible senior officer.

**FINANCIAL MANAGEMENT AND AUTHORITY**

8. He shall maintain all initial accounts for expenditure under his charge and submit them to the responsible senior officer within the prescribed date.

**RHD General Job Description – Management Manual**

**GJD7 - SUB-ASSISTANT ENGINEER**

Roads & Highways Department

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**PERSONNEL SPECIFICATIONS:**

The personnel specification is as required by the recruitment rules. Please refer to Section 7 - Government Rules and Regulations, sub-section 3 - Administrative Rules and Regulations.

**GENERAL DUTIES AND RESPONSIBILITIES OF THIS POST:**

**SCOPE OF RESPONSIBILITY**

1. A Sub-Assistant Engineer will work under the direct supervision and instruction of a responsible senior officer of Assistant Engineer grade or above.

**COMMUNICATIONS**

2. The Sub-Assistant Engineer will report on issues concerning his work to his responsible senior officer.

**PERFORMANCE MANAGEMENT**

3. The Sub-Assistant Engineer shall exercise the extent of authority delegated to him by his responsible senior officer. He will be responsible at the initial level for obtaining quality work as specified and instructed.

**PERSONNEL MANAGEMENT**

4. The Sub-Assistant Engineer is responsible for the proper functioning and discipline of his subordinate staff and he will report cases of default to his responsible senior officer.

**FINANCIAL MANAGEMENT AND AUTHORITY**

5. He shall maintain all initial accounts for expenditure under his charge and submit them to the responsible senior officer within the prescribed date.

## **SECTION 6**

### **RHD GENERAL PROCEDURES**

#### **CONTENTS**

<b>Reference No</b>	<b>Procedure Title</b>
<b>GP 1</b>	<b>Review of the RHD Management Plan</b>
<b>GP 2</b>	<b>Control of RHD Management Plan Documentation</b>
<b>GP 3</b>	<b>Preparation of RHD Management Plan Procedures</b>
<b>GP4</b>	<b>Control &amp; Update of RHD Standards and Guidelines</b>

**Note:**

Further General Procedures will be developed as part of the RHD Management Plan process and will be issued as supplementary documents and published on the RHD Intranet.

<b>RHD General Operational Procedure – Management Manual</b>
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<b>GP1 - Review of the RHD Management Plan</b>
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## 1 PURPOSE AND SCOPE

This procedure prescribes the system for the regular review of the RHD Management Plan at Senior Management level and Circle level to ensure its continued adequacy and effectiveness.

The review covers the operation of the Management Plan throughout the Roads and Highways Department and includes the interaction with its suppliers, associated organisations and the community.

The formal Senior Management review is based on the results of reports prepared at Wing/Zone level and feedback from suppliers, other organisations, and public representatives. The review addresses the following areas:

- Effectiveness of the Plan in achieving the quality objectives of the RHD.
- Identification of improvements that can be made to the Plan and its operation.
- Effectiveness of the system controls in dealing with non-conformances.
- Training and staff development needs.

## 2 DEFINITIONS

**RHD Management Plan** - extends to all support services including human resources, financial, administration, information technology and health and safety. The Management Plan is applied through the documented strategy papers, operational plans, specific job descriptions, procedures and instructions contained in eight volumes as follows:

Volume 1 - RHD Management Manual

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 Project Management Manual

**Wing/Zone Liaison Officers** - Senior managers appointed as appropriate by the Additional Chief Engineers to liaise with the Superintending Engineer – Administration & Establishment Circle on Management Plan matters.



<b>RHD General Operational Procedure – Management Manual</b>
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<b>GP1 - Review of the RHD Management Plan</b>
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### 3 RESPONSIBILITIES

**Superintending Engineer - Administration & Establishment Circle** - For ensuring that::

- RHD Management Manual reviews are held twice per year
- Comprehensive minutes are taken and circulated promptly
- Actions arising are implemented and their effectiveness verified.

**Wing/Zone Liaison Officers** - Responsible for liaising with the Superintending Engineer – Administration & Establishment Circle on Management Plan matters and assisting in the formal review of the adequacy and effectiveness of the Management Plan ensuring that:

- Wing/Zone reviews are held twice per year
- Local review reports are prepared and submitted to the Superintending Engineer - Administration & Establishment Circle.
- Actions arising from the reviews are implemented and their effectiveness is verified
- All activities are monitored on an ongoing basis and feedback is given to Senior Management on a regular basis.

### 4 METHOD

#### 4.1 COLLECTION OF DATA

The Administration & Establishment Circle will be responsible for the collection of data for the Senior Management review. The review will be based on the results of meetings held by Senior Management, the results of internal reviews, comments by suppliers and public representatives and the findings of the Wing/Zone Liaison Officers in the administration of the system.

#### 4.2 REVIEW MEETINGS

The Superintending Engineer - Administration & Establishment Circle will establish and monitor the annual programme of reviews and compile a Management Plan review report for distribution

The RHD Management Plan will be reviewed centrally twice per year in April and October, or as directed by the Chief Engineer.

The composition of the RHD Management Plan review team will be agreed by the Chief Engineer and the Additional Chief Engineer - Management Services Wing. Nominations for the review team will be

**RHD General Operational Procedure – Management Manual****GP1 - Review of the RHD Management Plan**

Roads and Highways Department

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submitted for approval by the Senior Management Committee. Other staff may be co-opted as considered necessary during the review.

At Wing/Zone level, the local Management Plans will be reviewed at half-yearly intervals in March and September. The composition of this review team will be decided by the respective Additional Chief Engineer. A review report is to be submitted to the Superintending Engineer - Administration & Establishment Circle within two weeks.

### 4.3 FORMAT OF THE REVIEWS

The RHD Management Plan review will include, but is not limited to:

- Actions arising from the previous meeting.
- A review of the findings of the Wing/Zone reports and internal review programme.
- Matters referred to the Chief Engineer.
- Supplier performance and approved list changes.
- Project feedback including a list of projects completed during the period
- The effectiveness of the management system.
- Proposals for training and development requirements

The Wing/Zone reviews will include but are not limited to:

- Actions arising from the previous meeting.
- Matters referred to the Additional Chief Engineer.
- Supplier performance and approved list changes.
- The effectiveness of the management system.
- Proposals for training and development requirements

### 4.4 REPORTING

Minutes of the RHD Management Plan review meetings will be recorded and circulated to the Additional Chief Engineers and actions arising allocated to specific individuals. The minutes will also be posted on the Intranet. An action plan will be prepared and monitored by the Administration & Establishment Circle.

**RHD General Operational Procedure – Management Manual**

**GP1 - Review of the RHD Management Plan**

Roads and Highways Department

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Minutes of Wing/Zone review meetings will be issued to the Superintending Engineers, and a report prepared for submission to the Superintending Engineer - Administration & Establishment Circle.

The review meeting minutes and reports will all be produced in a standard format and records of reviews will be retained for a 5 years.

**5 REFERENCES**

The reporting forms can be found on the **RHD Intranet**.

**6 PROCEDURE FLOWCHART - None.**

**RHD General Operational Procedure – Management Manual****GP2 - Control of RHD Management Plan Documentation**

Roads and Highways Department

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**1 PURPOSE AND SCOPE**

The procedure prescribes the system for the control of Management Plan documentation in order to ensure that:

- all documents are clearly referenced, available for use and up-to-date.
- all amendments to master documents are undertaken in a controlled manner.
- that records are maintained to provide objective evidence that work has been carried out in conformance with the Management Plan.
- all documents are maintained on the RHD Intranet.

**2 DEFINITIONS**

**RHD Management Plan - RHD Management Manual - Volume 1**, contains the core documentation comprising the RHD Strategy, the Office of the Chief Engineer with organisational details, General Job Descriptions, General Procedures and overview on the important Rules and Regulations of the Government applicable to RHD.

**Wing/Zone Management Plan - RHD Management Manual - Volumes 2 to 8**, contain the Wing/Zone Strategies, the Office of the Additional Chief Engineer with Organisations details, Circle Operational Plans, Specific Job Descriptions and Operational Procedures.

**Master Documents:** The master documents are the most up to date and definitive version of the RHD Plan documentation, which are stored on the **RHD Intranet**. Master hard copies will only be maintained in the offices of the Chief Engineer, Additional Chief Engineers and the Superintending Engineer - Administration & Establishment Circle.

**3 RESPONSIBILITIES**

The **Chief Engineer** is responsible for authorising the RHD Management Plan documentation, with the exception of the RHD Operational Procedures, which lies with the respective **Additional Chief Engineer**.

The **Superintending Engineer - Administration & Establishment Circle**, has overall responsibility for the administration and approval of the documentation and will report to the **Senior Management Committee** on all documentation matters

**RHD General Operational Procedure – Management Manual****GP2 - Control of RHD Management Plan Documentation**

Roads and Highways Department

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The **Superintending Engineer – MIS & Estates Circle** is responsible for maintaining the master copies of the Management Plan documentation on the **RHD Intranet**.

**Wing/Zone Local Liaison Officers** will be nominated by the respective **Additional Chief Engineer** to be responsible for Wing/Zone liaison and maintaining the Wing/Zone Management Manuals.

**All RHD Staff** are responsible for ensuring that all documents in their possession are up to date.

## **4 METHOD**

### **4.1 ADMINISTRATION**

The Superintending Engineer - Administration & Establishment Circle administers the documentation, and all requests for verifications, revisions and amendments are to be channelled through his office.

In order to maintain consistent standards across the Roads and Highways Department, the content of the core documentation can only be changed by management agreement after completion of the review process, see General Procedure GP 1. However, all RHD members of staff are encouraged to indicate potential changes via the review process.

The Wing/Zone Management Manuals will be managed by the respective Additional Chief Engineers, and improvements and updating of the Manuals are encouraged. Authorisation of some elements of the Management Manual will be at the Wing/Zone level, for example the Operational Procedures. The levels of authority for different elements of the Plan will be agreed at the Management Plan Review meetings. The Liaison Officers will provide a local contact for all documentation matters.

The master RHD Management Plan documents are maintained on the RHD Intranet by the Superintending Engineer – MIS & Estates Circle and are the most up to date and definitive versions. Printed copies of the latest versions of the documents are to be used in official documents.

### **4.2 AMENDMENT AND APPROVAL**

Amendments to the Management Plan documents are only to be made on the authority of the Chief Engineer, who will delegate some powers to the Additional Chief Engineer - Management Services Wing and Additional Chief Engineers as appropriate.

Departures in order to meet project requirements can only be made with the Chief Engineer's authorisation or that of a nominated person.

**RHD General Operational Procedure – Management Manual****GP2 - Control of RHD Management Plan Documentation**

Roads and Highways Department

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**4.3 RHD INTRANET**

The RHD Intranet is the principal source of Management Plan documentation, and it is the responsibility of each member of staff to ensure that they have the latest version of each document. The RHD Intranet copy may be downloaded to provide working copies providing the current version number is regularly checked.

The Superintending Engineer – MIS & Estates Circle, will be responsible for maintaining the master copies on the RHD Intranet, and will advertise amendments and revisions on the Intranet homepage. He will review the adequacy and effectiveness of the Intranet documentation system on a regular basis.

The documents are regarded as live documents, and proposals for amendment, addition or deletion are encouraged, and can be logged using the Amendment Request Form.

Revised documents will be promptly removed from the system and the Master Document list updated accordingly. Where appropriate, an electronic copy of the revised document will be archived by the Superintending Engineer – MIS & Estates Circle. This copy shall be given an archive reference number.

**4.4 LOCALLY CONTROLLED MASTER HARD COPIES**

A master hard copy of the RHD Management Plan manuals will be held by the respective Additional Chief Engineers, and Superintending Engineers during the introduction and development of the documents. These documents must be clearly marked “MASTER DOCUMENT”. Blank forms may be photocopied to provide working copies.

**4.5 FORMS**

The standardised forms are a complementary to the Management Plan documentation and will be controlled in the same manner. A schedule of forms will be maintained on the Intranet, and the forms will be available for downloading and printing. Proposals for new forms can be submitted to the Superintending Engineer - Administration & Establishment Circle or the Wing/Zone Liaison Officer.

**5 REFERENCES - None.****6 PROCEDURE FLOWCHART - None.**

<b>RHD General Operational Procedure – Management Manual</b>
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<b>GP3 - Preparation of RHD Management Plan Procedures</b>
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## 1 PURPOSE AND SCOPE

This procedure covers the preparation of Roads and Highways Department General and Operational Procedures, and aims to ensure that all procedures are prepared in a consistent manner.

## 2 DEFINITIONS

**RHD General Procedures** are mandatory procedures for activities, which are to be carried out throughout the Roads and Highways Department. They are intended to complement Government of Bangladesh rules and regulations, and do not supersede the rules and regulations.

Further General Procedures will be developed as part of the RHD Management Plan process and will be issued as supplementary documents and published on the **RHD Intranet**.

**RHD Operational Procedures** relate to activities not covered by the RHD General Procedures, and are specifically for activities undertaken in the Wing, Zone, Circle, Division or Sub-Division. They must not conflict with the RHD General Procedures. Sample layouts are attached to this procedure.

## 3 RESPONSIBILITIES

The RHD General Procedures are authorised by the **Chief Engineer** and **Additional Chief Engineer – Management Services Wing** and formally issued from the Office of the Chief Engineer. Departures in order to meet project requirements can only be made with the Chief Engineer's authorisation or that of a nominated person.

The responsibility for authorisation of RHD Operational Procedures lies with the respective **Additional Chief Engineer**.

The **Superintending Engineer - Administration & Establishment Circle** is responsible for the overall planning, development and review of procedures.

The **Superintending Engineer – MIS & Estates Circle**, will maintain the master copies of all procedures on the **RHD Intranet**, and will be responsible for advertising changes to the procedures on the homepage of the **RHD Intranet**.

**RHD General Operational Procedure – Management Manual****GP3 - Preparation of RHD Management Plan Procedures**

Roads and Highways Department

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## 4 METHOD

### 4.1 FORMAT FOR PROCEDURES

All procedures issued by the Roads and Highways Department will be prepared in accordance with this format. The procedures must carry all of the information contained in the standard header, as detailed above.

The format of the main text of the procedures shall be as follows:

**Purpose and Scope:** The activities to which the procedure applies and the objectives of the procedure.

**Responsibilities:** The key persons, by job title, responsible for implementing and managing the activities described in the procedure.

**Definitions:** An explanation of any abbreviations and key terms used in the procedure.

**Method:** The main body of the procedure, which should be sufficiently detailed to ensure that the essential elements of the process are documented and controlled, but not so detailed that every minor change in the process requires the procedure to be amended.

**References:** To cover all documents referred to in the procedure for example, related procedures, National Standards, technical manuals, relevant forms and supplements.

**Flowcharts:** The use of flowcharts is recommended, when appropriate, to help the user understand the various elements of the procedure. The flowcharts not only provide a simple diagrammatic representation of the procedure, but the act of developing a flowchart aids the full understanding of the process. The standard symbols to be used in the flowcharts are shown in **Figure 1**.

### 4.2 GENERAL PROCEDURE SUPPLEMENTS

General Procedure Supplements will be produced as advisory guidance documents supporting and expanding on the requirements of the General Procedures. They are essentially training information for staff and will be filed and maintained on the **RHD Intranet**.

### 4.3 APPROVAL

The Chief Engineer and Additional Chief Engineer - Management Services Wing shall be the sole authorised signatories for the RHD General Procedures.



**RHD General Operational Procedure – Management Manual**

**GP3 - Preparation of RHD Management Plan Procedures**

Roads and Highways Department

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All procedures must be signed on every page by an authorised signatory. Only signed, authorised copies may be used as working documents.

#### **4.4 GENERAL REQUIREMENTS**

All current procedures will be recorded on the master list maintained by the Superintending Engineer – MIS & Estates Circle and published on the RHD Intranet. Current versions of all procedures and draft procedures in development will be held and maintained on the RHD Intranet.

A copy of the current RHD General Procedures is to be maintained in Section 6 of the RHD Management Manual. A copy of the current RHD Operational Procedures is to be maintained in the individual Management Plan Manuals.

#### **4.5 AMENDMENT**

The procedures will be updated on a regular basis and all amendments and additions will be advertised on the homepage of the RHD Intranet.

The documents are regarded as live documents, and proposals for amendment, addition or deletion are encouraged, and can be logged.

### **5 REFERENCES**

A copy of the Procedure Amendment Request Form can be found on the RHD Intranet, Reference No: Form FGP 1.3.

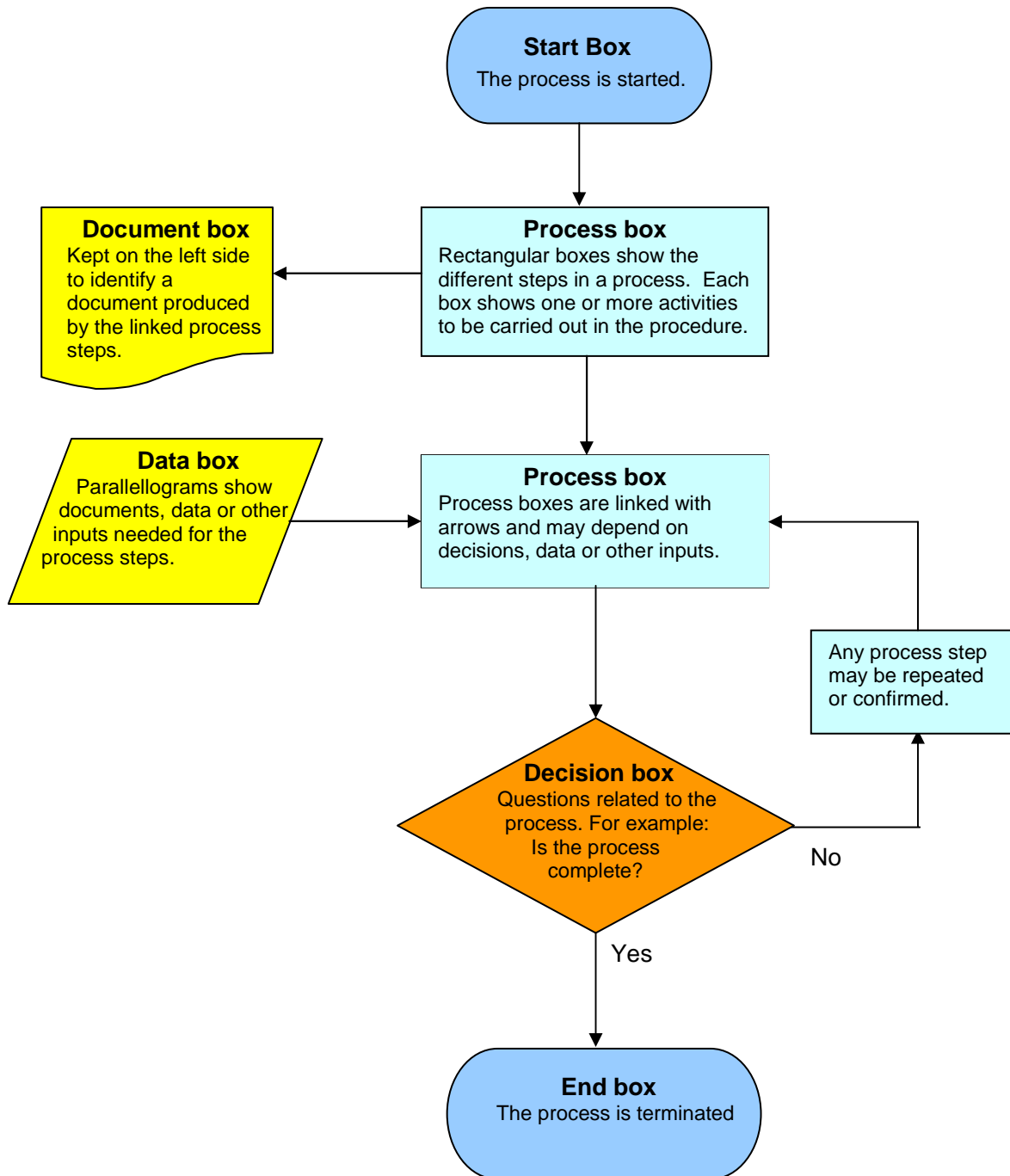
### **6 PROCEDURE FLOWCHART**

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

**RHD General Operational Procedure – Management Manual**  
**GP3 - Preparation of RHD Management Plan Procedures**

Roads and Highways Department	Approved:	
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**FIGURE 1 - PROCEDURE FLOWCHART - STANDARD SYMBOLS**



<b>RHD General Operational Procedure – Management Manual</b>
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<b>GP4 - Control and Update of RHD Standards and Guidelines</b>
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Roads and Highways Department	Approved:	
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## 1 PURPOSE AND SCOPE

This Operational Procedure sets out the procedure for the control and update of the RHD Standards and Guidelines (as distinct from general RHD Reports and Papers – see below). This is vital to ensure all relevant parties are aware of RHD's latest ways of conducting different technical activities.

## 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.

**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 will 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 and 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

**Originating Office** – The Originating Office will 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

<b>RHD General Operational Procedure – Management Manual</b>
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<b>GP4 - Control and Update of RHD Standards and Guidelines</b>
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engaged by RHD). For example, the Originating Officer for the RHD Geometric Design Manual is the Road Design and Safety Circle in the Technical Services Wing. This Wing/Circle should maintain and update these RHD Standards and Guidelines once approved. The Technical Specialist in this office should be aware of international standards/ best practices and be proactive in proposing update to RHD standards as appropriate.

**Superintending Engineer**– for circle of the Originating Office (see above) responsibility. Generally will initiate and approve update of document.

**Executive Engineer** – for the circle of the Originating Office (see above) will generally be responsible, to his/her SE, for preparing and proposing update to the document, liaising with outside agencies as required.

**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.

## 4 METHOD

### 4.1 NEW / REVIEW OF PROPOSED AMENDMENTS OR ADDITIONS TO STANDARDS AND GUIDELINES

From time to time new or additional RHD standards & guidelines may be identified, possibly as a result of new products or research, or possibly due to the type of works to be undertaken for which there is no relevant RHD standard or specification already in place.

All RHD standards and guidelines (see 2 above) are deemed to be owned by the concerned office (Originating Office) in RHD who generally retain the responsibility for initiating (and responding to requests for) update. The update of RHD Management Manuals is covered separately in procedures GP1, GP2 and GP3.

The update (and/or paper setting out proposal for update) will normally be prepared under the authority of the relevant Executive Engineer, and approved by the Superintending Engineer responsible for that division.

### 4.2 TECHNICAL APPROVAL BY WING COMMITTEE AND FINAL APPROVAL BY APPROVING AUTHORITY

The paper/update will then be reviewed by the relevant ACE, through any technical committee or sub-committee (if required by the nature of the document) and passed on for review by the approving authority. The ACE may establish such a committee for the specific purpose of reviewing the

**RHD General Operational Procedure – Management Manual****GP4 - Control and Update of RHD Standards and Guidelines**

Roads and Highways Department

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issue/update of this standard or guideline. For example, the committee would review a technical paper outlining the proposed and if accepted in principle, the originator of the proposal would then submit details of the proposal for final technical approval by the committee. This will then ensure due consideration given to affect of proposes changes on other RHD standards & guidelines.

The ACE/Technical committee will then made recommendation for approval to the approving authority. Where the approving authority is beyond the remit of the RHD submission should be for approval by the Chief Engineer who will then pass this on for consideration for approval.

**4.3 DISSEMINATION AND UPDATE LIBRARY AND INTRANET**

Following approval by the approving authority an office order would normally be issued by Chief Engineer for this document's adoption. The Originating Office (EE) should then disseminate the updated document to the SDE – Library for update of RHD library hard-copy and RHD intranet soft-copy and to all holders and interested parties, by hard/soft copy as appropriate. The need for training with regard to the document update should be reviewed with the RHDTTC.

**5 REFERENCES**

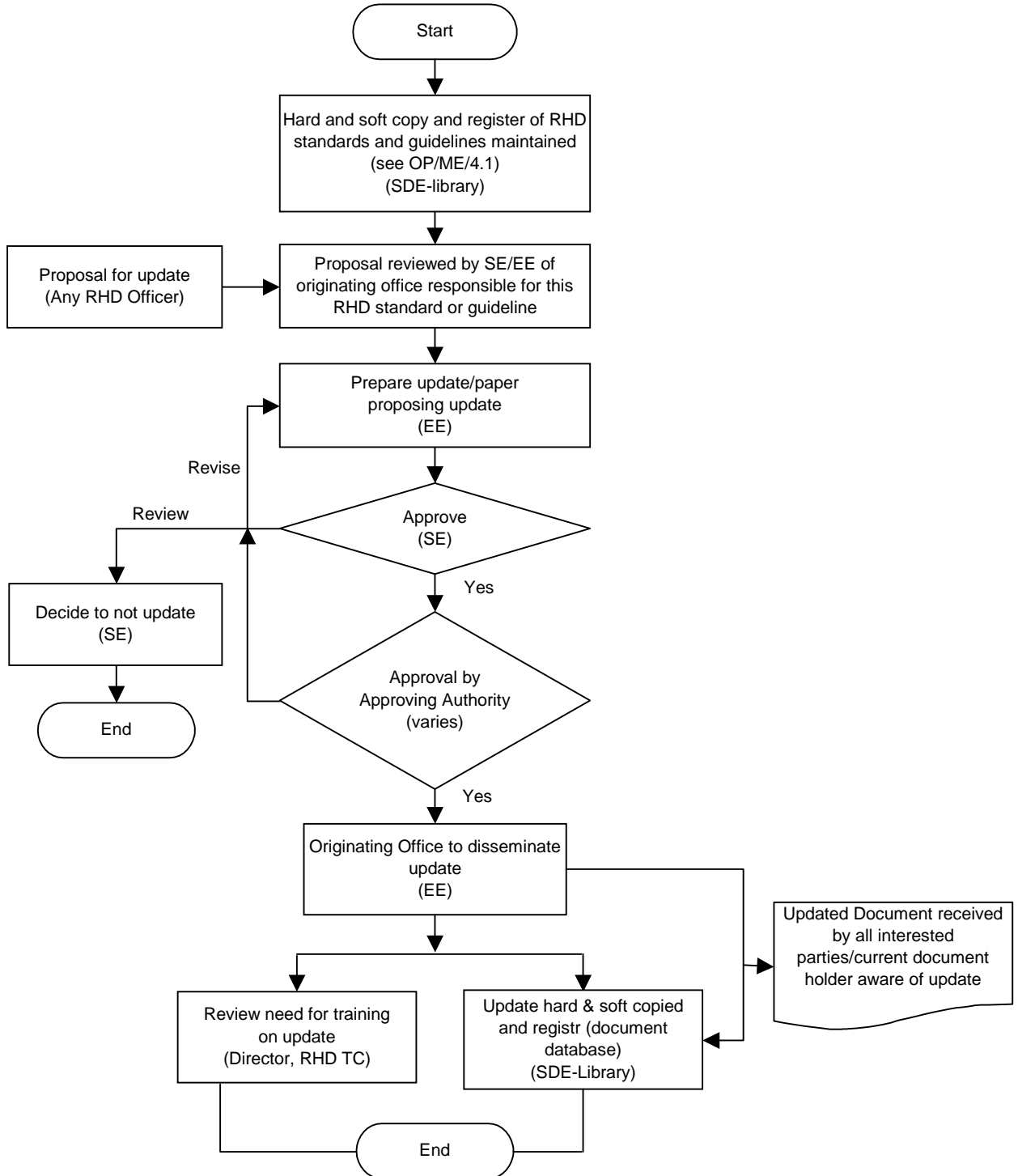
**Schedule of RHD Standards and Guidelines.** This is maintained as a sub-set of the RHD Document database. All RHD documents requiring update are recorded together with their latest date of issue, owning office (circle and wing) and issuing officer responsible for update.

**6 PROCEDURE FLOWCHART**

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

**RHD General Operational Procedure – Management Manual**  
**GP4 - Control and Update of RHD Standards and Guidelines**

Roads and Highways Department	Approved:	
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# **SECTION 7**

## **GOVERNMENT RULES AND REGULATIONS**

### **CONTENTS**

- 1. INTRODUCTION**
- 2. GENERAL RULES AND REGULATIONS**
  - 2.1 SCHEDULE**
  - 2.2 OVERVIEW**
- 3. ADMINISTRATIVE RULES AND REGULATIONS**
  - 3.1 SCHEDULE**
  - 3.2 OVERVIEW**
- 4. FINANCIAL RULES AND REGULATIONS**
  - 4.1 SCHEDULE**
  - 4.2 OVERVIEW**

## 1. INTRODUCTION

The services of the personnel in the Roads and Highways Department are guided and administered by certain rules and regulations issued by the Government and the Ministry of Communications. This Section of the Management Manual aims to provide a ready reference and guide to the rules and regulations applicable to the duties of the Roads and Highways Department officers and staff.

This section is not intended to be a complete reference of all relevant material and only covers the key rules & regulations. It is suggested that at the time of any contention the relevant authority should be consulted e.g. the Law Office of RHD will have to fulfil all the further requirements of rules & regulations and laws of land. However, this section should provide a useful starting point for research. It is hoped that it will be helpful to all engineers, particularly junior and newly enrolled engineers of the Department.

The rules and regulations have been divided into three broad categories, General, Administrative and Financial. Each category includes a schedule of the rules and regulations, including information on the most recent edition of the documentation and key contact details, and a brief overview of each document.

The **Management Services Wing** will maintain and develop the information in order to ensure that all of the documents are in contemporary use. If any information provided in this section is found to be inconsistent then the provisions in the rules and regulations of the Government and the Ministry will take precedence, and the Superintending Engineer of the Administration & Establishment Circle should be informed.

A separate RHD document is available which provides summaries and extracts of the main relevant Government/RHD guidelines and orders. A regular supplement will be published on the RHD website, with the most relevant updates and revisions.

These extracts are provided for ease of reference only. For full and up to date information, one is referred to the original government documents.



## 2. GENERAL RULES AND REGULATIONS

### 2.1 SCHEDULE

<b>GENERAL RULES AND REGULATIONS</b>				
Ref No.	Title	Latest Amendment/ Edition	Issued by	Key Contact
G1	The Highways Act, 1925	2001 (in preparation)	Ministry of Law Justice & Parliamentary Affairs	Law Officer
G2	The Administrative Tribunal Act 1980	1991	Ministry of Law Justice & Parliamentary Affairs	Law Officer
G3	The Arbitration Act 1940	2001	Ministry of Law Justice & Parliamentary Affairs	Law Officer
G4	Acquisition & Requisition of Immovable Property Manual, 1982	1995	Ministry of Land	Executive Engineer Land Record
G5	General Information on Annual Confidential Report (ACR)	-	Ministry of Establishment	Additional Chief Engr. Management Services Wing
G6	Order for Replacement of Bangladesh Form No.2911	2001	Ministry of Communications	Additional Chief Engr. Planning and Maintenance Wing
G7	Bangladesh Allocation Rules 1982	-	Ministry of Establishment	Additional Chief Engr. Management Services Wing
G8	The Official Secrets Act 1923	1985	Ministry of Establishment	Additional Chief Engr. Management Services Wing
G9	Secretariat Instructions 1976	-	Ministry of Establishment	Additional Chief Engr. Management Services Wing
G10	The Motor Vehicle Ordinance 1983	1990	Ministry of Law and Land Reforms, now Ministry of Law, Justice and Parliamentary Affairs	Director – BRTA Superintending Engineer - Road Design and Safety Circle - RHD

## **2.2 OVERVIEW**

### **G1. THE HIGHWAYS ACT 1925 (BENGAL ACT III OF 1925)**

The purpose of this Act is to have effective administrative control over Government highways and bridges as well as land within the Right Of Way (ROW) and to facilitate efficient management at the time of maintenance/construction of highways and related structures.

This Act came into force on the 1 July 1928 (vide notification No. 2c dated 6 June 1928) published in the Calcutta Gazette, 1928, Pt-1, p1278. Some amendments were made to this Act at different times from 1932 to 1974 but with no significant changes.

In Rule 226 of Appendix viii of the Government Estates Manual 1958, there are some elaborations for application, under Section 4 of this Act.

The next changes in the Act were covered by the “The Highways (Amendment) Act 1994” which was published and notified in the Bangladesh Gazette dated 18 May 1994 where Clause (i) of Section 4(1) and 5 were amended.

By another Gazette notification in June 2001, the Government made rules titled “The Highways (Security, Protection, and Restriction of Movement) Rules 2001.” In a further Gazette notification dated 23 August 2001 amendments were made in Section 2(i) of the Highways (Security, Protection and Restriction of Movement) Rules 2001 and Section 2 of the Highways Act 1925.

Under Asian Development Bank assistance, the Highway Acts, Rules & its amendments etc. vis-à-vis the changes required were reviewed by the Road Maintenance Improvement Project (RMIP) by a legislation consultant. A draft document entitled, “The Highways (Restricted Access Highways) Rules” was prepared on 20 August 2000 for inclusion in the Highways Act 1925. The Highways Rules has been gazetted by Government notification some time ago and the Ministry of Communications also intends to revise the existing Highway Act in the near future.

### **G2. THE ADMINISTRATIVE TRIBUNAL ACT, 1980**

This is an Act to provide for establishment of Administrative Tribunals to exercise jurisdiction over matters arising out of the terms & conditions of persons in the service of the Republic or any statutory public authority.

An Administrative Tribunal consists of one member appointed by the Government from persons who are or have been District Judges. The Tribunal shall have jurisdiction to hear and determine

applications made by persons in service or dismissed, removed/released, discharged or retired from service who are aggrieved over service conditions or pension matters.

The person affected by an order, decision or action brought against the incumbent may seek redress under this rule provided that a prayer (petition) is submitted within six months. Any order or decision by the Administrative Tribunal is subject to appeal in the Administrative Appellate Tribunal who may confirm, set aside, vary or modify such order/decision. The Appellate Tribunal's decision shall be binding upon the Administrative Tribunal and the parties concerned.

Certain procedures are to be followed while appealing to the Administrative Tribunal. The Tribunal may reject the incomplete application of the aggrieved person or give him opportunity to apply again fulfilling the requirements. The judgement of Tribunal Court will be made effective following the same procedure as under the Code of Civil procedure 1908 (Act of 1908).

### **G3. THE ARBITRATION ACT 1940**

The Act enacts the law relating to international commercial arbitration, reorganisation and enforcement of foreign arbitration award and other arbitration.

The object of the Arbitration Act is to enforce an Arbitration Agreement in which the parties concerned have bound themselves to have their disputes settled, adjudicated upon and decided through the court or domestic tribunal or through any means agreed upon by the parties. The objective is to have speedy disposal of disputes by quasi-judicial means and avoid the formalities, delay, expense and obstacles of litigation.

The Arbitration agreement may be in the form of an Arbitration Clause in a contract or in the form of separate agreement, which shall be in writing.

The Dhaka Law Reports (DLR) have revised the Arbitration Act of 1940 (now repealed) incorporating up to date amendments and case laws. The Act is applicable to the whole of Bangladesh. In cases where the place of Arbitration is outside Bangladesh, Sections 45, 46 and 47 of this Act will have to be applied.

### **G4. ACQUISITION AND REQUISITION OF IMMOVABLE PROPERTY MANUAL, 1982**

This manual was published by the Ministry of Land to ensure efficient management in the acquisition and requisition of immovable property (mainly for land and structures) and for disposal of related issues.

This manual contains ordinances, acts, rules, regulations and amendments etc. and includes circulars issued in this respect from time to time by the Land Ministry and the Government.

There are 8 (eight) chapters in this manual comprised of procedures, forms to be completed and certificates to be furnished when submitting a proposal for acquisition/requisition of immovable property.

The main Ordinance/Acts/Rules in this connection are: -

1. The Acquisition and Requisition of Immovable Property Ordinance, 1982.
2. The Acquisition of Immovable Property Rules 1982.
3. The Requisition of Immovable Property Rules 1982.
4. The Emergency Requisition of Property Act 1948
5. The Emergency Requisition of Property Rules 1948.
6. The Acquisition and Requisition of Immovable Property (Amendment) Act, 1994.
7. The Chittagong Hill-tract (land Acquisition) Regulation, 1958.
8. Jamuna Multi-Purpose Bridge Project (Land Acquisition) Act, 1995.

## **G5. ANNUAL CONFIDENTIAL REPORT (ACR)**

The Annual Confidential Report (ACR) is a part of the dossier of an Officer under the administrative control of the Ministry/Division/Department. The ACR Form No.1, which is divided into 10 parts, is used for writing the ACR of Class 1 Gazetted officers and maintained in the Ministry. The ACR for Class III & IV staff are maintained on a separate form and kept in the Chief Engineer's office or in departmental offices as otherwise directed by the Chief Engineer. Generally, the ACR is written once in a calendar year in the month of January.

The objectives are –

1. To ensure accountability in the service
2. To prepare cumulative performance records of officers
3. To take action in order to improve their capability/performance
4. To take decisions for promotion, transfer, training and matters related to the staff

Part 1 of the form (bio-data) is to be filled and signed by the Officer Reported Upon (ORU) by 15 November each year.

Part 2 of the form is to be filled and signed by 31 December after health examination by an Authorised Medical Officer (AMO). For this purpose the Report Initiating Officer (RIO) who is normally the immediate higher officer, will send the names of the officers under him to the AMO by 1 November.

The RIO will evaluate performance and will put his initial in the appropriate boxes and sign where necessary after filling Parts 3 to 7 of the form. The form is then sent to the Countersigning Officer (CSO) by 31 January.

The CSO then completes Part 8 of the form with his comments and marks and passes it to the Chief Engineer who in some special cases puts additional comments in Part 9 of the form, and sends it to the Ministry.

The Ministry fills in Part 10 of the form by 30 April.

The following points should be noted by all concerned:

1. The ACR form cannot be folded
2. The word 'Confidential' should be written on the top of the envelope.
3. The ACR should always be accompanied by a health report even if it is submitted in arrears.
4. Officers and other staff on training, on deputation in foreign countries or on suspension do not need an ACR.
5. An officer should serve a minimum of three months under a RIO to be eligible for submission of an ACR form by him.

## **G6. ORDER FOR REPLACEMENT OF BANGLADESH FORM NO. 2911**

The new RHD Conditions of Contract and Standard Tender Documents were approved by the Government in September 2001, with a Government Order issued for these documents to replace Form No. 2911 vide Ministry of Communications memorandum no. Development-2/Industries-1/97 (Part-I)-289 dated 30<sup>th</sup> September 2001.

As per aforementioned memorandum the approved English language version of these documents have an approved Bengali translation. The Bengali translation of the tender document is for guidance purposes only and the translated document is subsidiary to the English version of the tender document. In the event of any conflict of interpretation, the original English language version of these documents will take precedence and rule over the Bangla translation. The English and Bangla versions of the Conditions of Contract (Volume 2) are combined together in a single printed document.

At the time of writing the Management Manual, the RHD was in the process of implementing New Contract Procedures. The new contract procedures are already place in RHD for those contracts where the values are Taka10 (ten) lac and above. But when the new contract procedures will be introduced in full that is for all contracts in RHD, the form no. 2911 will be formally rescinded for use in the RHD.

Currently (2003) IMED has formulated a new set of national procurement guidelines and the order has been issued in this regard in the month of September 2003.

### **G7. BANGLADESH ALLOCATION RULES, 1982.**

The rules cover the entitlement of Government servants employed in the Ministry, Division and attached Departments to accommodation (Government residence). Persons employed in sub-ordinate offices of a Ministry may be made eligible for accommodation under specific order of the Government.

The Government can decide that the employees of certain departments and organisations, for example the Postal department, are ineligible to get accommodation from the Government Accommodation Board/Pool. The employees of the Roads & Highways Department are also not entitled to get an allotment from the Pool

The RHD has its own housing establishment. For allocation of accommodation in the RHD, Bangladesh Allocation Rules, 1982 are followed taking into consideration practical situations and conditions.

The houses are classified in accordance with the categories of officers and staff. Eligibility for allotment of a particular type of residence is determined by the pay scales within the framework of the rules.

### **G8. THE OFFICIAL SECRET ACT, 1923**

The rules under this Act are applied, when a person is involved in any activity against the interest of the Government/Department and indulges in subversive or anti-state practices. If it is found, or sufficient evidence exists, that a person has passed outside any official secret code, passwords, documents or information without proper authority, they are liable to be accused under this Act.

Any person found to be guilty for such offences may undergo imprisonment or fine or both, and even conviction for life imprisonment or a death sentence.

### **G9. THE SECRETARIAL INSTRUCTIONS, 1976.**

In the absence of proper co-ordination, procedures and allocation of work in the offices of the Secretariat during the early years of Independence, the Ministry of Establishment published the Secretariat Instructions as per the provisions in the Rules of Business.

The main objective was to overcome the shortfall in the availability of procedures, systems, instructions etc. required to perform work effectively and to improve governance at various levels in the Secretariat.

The existing Secretariat Instructions consists of five chapters, these cover:

1. Title and definition
2. Organisation of the Secretariat and distribution of work
3. Office procedure
4. Disposal of business
5. Special topics of common interest.

In addition, there are thirty five annexes.

#### **G10. THE MOTOR VEHICLE ORDINANCE, 1983. (ORDINANCE NO. LV OF 1983)**

The Motor Vehicle Ordinance 1983 (MVO) was promulgated to consolidate and to amend the law relating to motor vehicles after the repeal of the Motor Vehicle Act 1939 (Act IV of 1939) and was published in the Government gazette on the 21<sup>st</sup> September 1983. Under the provisions in this ordinance a regulating body, the Bangladesh Road Transport Authority (BRTA) was established. The Ordinance was last modified on the 29<sup>th</sup> November 1990.

This ordinance deals with matters relating to the management and regulation of private and public motor vehicles and the drivers of the vehicles. Power has been given to the BRTA by this ordinance to make appropriate rules and regulations, which are published in the official gazette after approval by the Government.

The Ordinance is divided into eleven chapters:

- Chapter I. Preliminary (Title and Definitions)
- Chapter II. Licensing of Drivers of Motor Vehicle
- Chapter III. Licensing of Conductors of Stage Carriage or Contract Carriage
- Chapter IV. Registration of Motor Vehicles
- Chapter V. Control of Transport Vehicles
- Chapter VI. Construction, Equipment and Maintenance of Motor Vehicles
- Chapter VII. Control of Traffic
- Chapter VIII. Motor Vehicles Temporarily Leaving or Visiting Bangladesh

Chapter IX. Insurance of Motor Vehicles Against Third Party Risks

Chapter X. Offences, Penalties and Procedures

Chapter XI. Miscellaneous

The MVO is also supplemented by twelve schedules, which are an integral part of the ordinance and contain details about application forms, axle-weights, speed limits, offences, penalties, signs etc.

The MVO also provides authority to the Bangladesh Army, Navy and Air Force to issue licences to drivers of motor vehicles, which are under their exclusive control and solely used by them. Further, the Defence Authority, as specified in the 4<sup>th</sup> schedule of this ordinance, may also register vehicles which are the property and under exclusive control of Defence Services.

The MVO provides for traffic signing in Bangladesh. The traffic signs illustrated in the 9<sup>th</sup> schedule of the ordinance can be used and erected by a Government Department or any other approved authority. The ordinance gives the BRTA the authority to make additions to or alter the set of approved traffic signs specified in the MVO. The Roads and Highways Department produced and the BRTA published a 'Traffic Signs Manual' in 1999, which defines traffic signs and road markings to International standards and practice. The Government has already approved this manual and it is in use for roads in Bangladesh.

The BRTA has formed a subcommittee with a brief to prepare a draft Motor Vehicle Act to place the MVO, 1983. The draft Act is scheduled to be available for consideration of the Govt. by June 2004.



### 3. ADMINISTRATIVE RULES AND REGULATIONS

#### 3.1 SCHEDULE

<b>ADMINISTRATIVE RULES AND REGULATIONS</b>				
Ref No.	Title	Latest Amendment/ Edition	Issued by	Key Contact
A1	Bangladesh Service Rules, Part-I & Part-II	1993	Ministry of Establishment	Additional Chief Engr. Management Services Wing
A2	Bangladesh Civil Service Recruitment Rules 1981	1994	Ministry of Establishment	Additional Chief Engr. Management Services Wing
A3	Bangladesh Civil Service (Examination for Promotion) Rules 1986	1994	Ministry of Establishment	Additional Chief Engr. Management Services Wing
A4	The RHD (Gazetted & Non-Gazetted Employees) Recruitment Rules, 1984	1985	Ministry of Communications	Additional Chief Engr. Management Services Wing
A5	BCS Seniority Rules, 1983	1988	Ministry of Establishment	Additional Chief Engr. Management Services Wing
A6	The Government Servants Seniority (Freedom Fighters) Rules 1979	1989	Ministry of Establishment	Additional Chief Engr. Management Services Wing
A7	The Government Servants (Conduct) Rule, 1979	1993	Ministry of Establishment	Additional Chief Engr. Management Services Wing
A8	The Government Servants (Discipline & Appeal) Rule, 1985	1989	Ministry of Establishment	Additional Chief Engr. Management Services Wing
A9	The Government Servants (Special Provisions) Ordinance, 1979	1989	Ministry of Establishment	Additional Chief Engr. Management Services Wing
A10	The Public Employees Discipline (Punctual Attendance) Ordinance, 1982	-	Ministry of Establishment	Additional Chief Engr. Management Services Wing
A11	The Public Servants (Dismissal on Conviction) Ordinance, 1985	-	Ministry of Establishment	Additional Chief Engr. Management Services Wing
A12	The Prescribed Leave Rule, 1959	-	Ministry of Establishment	Additional Chief Engr. Management Services Wing
A13	The Public Servants (Retirement) Act 1974 and Rules 1975	-	Ministry of Establishment	Additional Chief Engr. Management Services Wing

## **3.2 OVERVIEW**

### **A1. BANGLADESH SERVICE RULES (BSR PART I & II)**

The Bangladesh Service Rules are effectively the terms & conditions of service to be followed by a person on being appointed as an employee of the Government.

The Bangladesh Service Rules contain various rules issued at different times by the Government with associated addenda and amendments.

Persons holding constitutional posts are not covered under these rules e.g. the Attorney General.

### **A2. BCS RECRUITMENT RULES 1981**

Recruitment into different Cadres of the Bangladesh Civil Service (BCS) is in accordance with the provisions of this rule, RHD is one of the 30 Cadres of BCS. No direct appointment can be given in the BCS Cadre Service without the recommendation of the Public Service Commission, and appointment is subject to written and oral examination.

A person should be a Bangladeshi national and a permanent resident in Bangladesh to be appointed to the Cadre Service. Any national married or promised to be married to a foreign national will not be eligible for such an appointment.

For appointment to Cadre Service a person already in the Government or in the service of any local body/authority can apply through their employer. Recommendation by the Council Committee on Promotions, the Superior Selection Board or the Special/Divisional Promotion Committee is required for promotion to different tiers of the service.

### **A3. THE BCS (EXAMINATION FOR PROMOTION) RULES 1986**

The Public Service Commission conducts examinations for promotion for the members of the Cadre Service twice in a calendar year. The examination for promotion is guided by these rules with some exemptions as mentioned in Rule 8. An officer shall not be promoted unless he has satisfactory records of service and recommendation from the Superior Selection Board, Divisional Promotion Committee etc. for his promotion.

The Commission announces the date, time, place and other information at least 60 days before the examination through daily newspapers and the broadcasting media.

#### **A4. THE ROADS AND HIGHWAYS DEPARTMENT (GAZETTED & NON-GAZETTED EMPLOYEES) RECRUITMENT RULES, 1984**

The Bangladesh Public Service Commission made these rules after due consultation, which were published by a notification by the Ministry of Communications on 9 January 1985. The rules are applied for recruitment/appointment of all categories of staff & officers (Gazetted and Non-Gazetted) except for Class 1 Gazetted officer Cadre Service posts. This rule covers the appointments by (i) direct recruitment (ii) by promotion (iii) by transfer on deputation.

It should be noted that Government rules, which relate to recruitment are issued from time to time and are also applicable.

#### **A5. BCS SENIORITY RULES 1983**

Certain general principles for determination of seniority were formerly communicated by the Establishment Division. These general principles were formalised in this rule. Subsequent amendments were made after consultation with the Public Service Commission.

The fixation of seniority in individual cases is the responsibility of the Ministries and Divisions concerned. However, all doubtful cases where seniority cannot be determined under general or specific principles are referred to the Establishment Division. The provisions of article 140(2) (c) of the Constitution and schedule to the Rules of Business are to be kept in mind when the question of fixation of seniority of officers arises.

#### **A6. THE GOVERNMENT SERVANTS (SENIORITY OF FREEDOM FIGHTERS) RULES, 1979.**

The Freedom Fighter employees are those persons who were employees on or before 25 March 1971, of the erstwhile Government of Pakistan or the Government of East / West Pakistan and participated in the war of liberation of Bangladesh.

By this rule a Freedom Fighter employee of the Government is entitled to two years ante-dated seniority. This entitlement is generally reflected at the time of promotion with all attendant benefits in terms of pay, pay- scale etc.

#### **A7. THE GOVERNMENT SERVANTS (CONDUCT) RULES, 1979.**

The conduct and behaviour of a Government employee, during the performance of his duties and in his private life are regulated by these rules. The staff and the officers of the Government (with the exception of some departments/agencies mentioned in Rule 2, who have their own establishment rule)

are to abide by these rules either working inside or outside of Bangladesh, whilst on leave or on deputation to any other institution, authority or agency.

The violation of any of the Government Servants (Conduct) Rules are considered as misconduct. For such violation, an employee is accused of breach of discipline and subjected to being punishable under "The Government Servants (Discipline and Appeal) Rules 1985", details on disciplinary proceedings.

#### **A8. THE GOVERNMENT SERVANTS (DISCIPLINE AND APPEAL) RULES, 1985**

These rules shall apply to all Government servants, with the exception of some departments/agencies (for example the Railways and BDR) who have their own establishment code. A Government servant is subjected to this rule when, in the opinion of the authority he is:

- Inefficient
- Guilty of misconduct
- Guilty of desertion
- Corrupt or may reasonably be considered corrupt
- Engaged or is reasonably suspected to be engaged in subversive activities

A Government servant under this rule, may appeal against any order:

- Imposing upon him any penalty.
- Altering, varying or denying to his disadvantages his pay, allowances, pension or other condition.
- Interpreting to his advantage, the provision of any rule or contract of service whereby his pay, allowance, pensions etc. are regulated.

The incumbent may apply to the President for review of the order.

#### **A9 THE GOVERNMENT SERVANTS (SPECIAL PROVISIONS) ORDINANCE, 1979.**

The ordinance makes special provisions for maintaining discipline among Government servants. The ordinance will take precedence over any other rules and regulations in this respect. Any action taken or penalty imposed under provisions of this ordinance cannot be put up or challenged in any Court of Law. However, one can appeal to the appropriate authority or to an appellate authority within a certain time limit. The rules under this ordinance are applied when a Government employee is accused of the following offences:

1. To indulge in activities for which office discipline is broken or causing a situation not congenial for work.

2. To refrain from attending duties without taking permission either individually or collectively and failure to perform the works assigned.
3. To incite or obstruct any Government employee so that they remain absent from the office and do not perform their duties.

#### **A10. THE PUBLIC EMPLOYEES DISCIPLINE (PUNCTUAL ATTENDANCE) ORDINANCE 1982.**

The ordinance was promulgated by the Chief Marshal Law Administrator to ensure punctual attendance in offices and to eradicate incidences of unauthorised absence and late attendance by the officers and staff.

Under this ordinance the authority (appointing authority or designated person) has been given the power to impose penalty (deduction in pay) on any employee coming to the office late or remaining absent from the office without authorisation or leaving the office without permission.

No consultation with the Public Service Commission will be necessary in imposing a penalty and no proceeding or order under this ordinance shall be called into question in any Court of Law. However, the employee concerned may appeal within 48 hours to the authority for revision of the order.

#### **A11. THE PUBLIC SERVANTS (DISMISSAL ON CONVICTION) ORDINANCE, 1985.**

Under the provisions of this ordinance, actions are taken by the administrative authority when a public servant commits a serious criminal offence and a sentence is awarded by the Court of Law for example:

- capital punishment
- imprisonment for life
- imprisonment for more than six months and/or a fine of more than Taka 1000(one thousand)

#### **A12. THE PRESCRIBED LEAVE RULES, 1959.**

The granting of leave to a Government servant is generally controlled by "Prescribed Leave Rules '59, Fundamental Rules (FR) and Bangladesh Service Rules (BSR). There are different kinds of leave for example Earned Leave, Recreation Leave, Leave Preparatory to Retirement (LPR), Maternity Leave, Casual Leave, Public Holiday etc.

Before availing leave, a Government servant should obtain approval for the same, but it cannot be claimed as a matter of right. In the case of public exigencies, the leave granting authority may cancel or reduce any leave previously granted.

An employee cannot take a job during leave of absence, except on LPR with the permission from the appropriate authority. The leave for a Gazetted officer cannot be entertained, without an admissibility report for leave from the concerned audit office where leave records are kept. The records are kept in a prescribed form as per the provisions of the Fundamental Rules. For Class III and IV employees the records of leave are kept in the last part of the Service Book.

### **A13. THE PUBLIC SERVANTS (RETIREMENT) ACT 1974 AND RULES 1975.**

The Act consolidates and amends the law relating to the retirement of public servants. The Government has been given power to make rules under Section 11 of this Act.

Under this rule a Government servant must retire from service on attainment of 57 years of age. In fact, leave preparatory to retirement (LPR) for a period of one year is allowed to an employee, from the date of superannuation, provided that such leave is earned/accumulated to his credit and he finally retires at the attainment of 58 years of age. An Employee may opt for only a part of LPR and may even forego the whole of the period of LPR.

Re-appointment or extension of service under this rule is completely prohibited. However, the President, in the interests of public service has special powers to appoint any suitable person on a contract basis for which there is no age-bar.

In the public interest, the Government may also ask an employee to retire from service without showing any reason when he has completed 25 years of service. Similarly, a Government servant may also opt to retire at this stage of service for which prayer (petition) 30 days' notice is to be given in advance to the appointing authority.

The prayer for optional retirement cannot be withdrawn or any change or correction made by the person concerned. The appointing authority or the Government also cannot ask an employee to withdraw his application provided that it is submitted in the manner required by the rules.

After retirement, a Government servant receives pension, gratuity, medical allowances, medical facilities, and benefits under the benevolent and group insurance fund.

## 4. FINANCIAL RULES AND REGULATIONS

### 4.1 SCHEDULE

<b>FINANCIAL RULES AND REGULATIONS</b>				
Ref No.	Title	Latest Amendment/ Edition	Issued by	Key Contact
F1	Benevolent Fund & Group Insurance Ordinance and rules, 1982	1994	Ministry of Finance	Director Audit & Accounts
F2	The General Provident Fund Rules, 1979	-	Ministry of Finance	Director Audit & Accounts
F3	Pension & Gratuity Rules	1994	Ministry of Finance	Director Audit & Accounts
F4	Charge Allowance Rules, 1982	1989	Ministry of Finance	Director Audit & Accounts
F5	Festival Allowance Rules, 1988	-	Ministry of Finance	Director Audit & Accounts
F6	Treasury and Subsidiary Rules.	1998	Ministry of Finance	Director Audit & Accounts
F7	General Financial Rules.	1998	Ministry of Finance	Director Audit & Accounts
F8	Accounts Code Vol- I to IV, Audit Code and Audit Manual.	1996	Comptroller & Auditor General	Director Audit & Accounts
F9	Central Public Works Accounts Code	-	Ministry of Finance	Director Audit & Accounts
F10	Central Public Works Department Code	-	Ministry of Finance	Director Audit & Accounts
F11	Delegation of Financial Powers for Revenue Budget	2000	Ministry of Finance	Director Audit & Accounts
F12	Delegation of Financial Powers for Development Projects	2000	Ministry of Finance	Director Audit & Accounts

## **4.2 OVERVIEW**

### **F1. BENEVOLENT FUND AND GROUP INSURANCE ORDINANCE AND RULES, 1982.**

The ordinance consolidates and amends the law/rule relating to the benevolent fund and group insurance of persons in the service of the Republic and certain autonomous bodies. The two funds and a board known as the “Board of Trustees of the Government and Autonomous Bodies Employees Benevolent and Insurance Fund” have been established by the Government under the provisions of this ordinance for carrying out its purpose.

A Government servant has to pay a certain amount of money as premium/contribution into these two funds. Benefits in certain cases are given to an employee or his family from the benevolent fund. Special grants are also paid to the employees from this fund e.g. for marriage of a daughter, scholarship for study and extreme financial distress.

In case of death while in service, the family of a Government servant gets one lump sum from the group insurance fund.

### **F2. THE GENERAL PROVIDENT FUND RULES 1979.**

A Government servant after two years of service and until the attainment of 52 years of age must contribute to the General Provident Fund (GPF). However, contribution to the GPF is optional up to two years of service and after 52 years of age until the date of retirement.

Employees whilst in service abroad or on deputation, have to continue contributions in the same manner as being in regular service in the parent organisation.

The relevant audit office maintains the account of each contributor separately, and the compound rate of interest is calculated on the yearly balance of the deposit of each individual.

A refundable advance can be paid in certain instalments, up to a certain limit of his deposit on approval from the relevant authority on grounds such as house building and repair, purchase of land, performing Hajj in the case of a Muslim employee, marriage and other religious functions.

A Government servant can withdraw all of his deposits in the GPF along with the interest at the time of retiring from service or if the incumbent resigns or leaves the service on medical grounds.



### **F3. PENSION AND GRATUITY RULES**

When an employee retires after serving in the Government for a certain period of years, he receives a monthly emolument for his maintenance or that of his family, during the remaining period of his life. A Government servant or his family are entitled to various types of pension depending on the circumstances ie. Compensation Pension, Invalid Pension, Superannuation Pension, Retiring Pension and Family Pension.

At least ten years of service is required before allowing a pension to a Government servant and the amount of pension varies depending on the pensionable service length. When a pensioner is accused of gross misconduct, the Government will have the right to withdraw his pension or keep it in abeyance either in part or in full until the appeal, if any, by the incumbent is considered.

A Government officer has to submit his application for pension in a prescribed form to the approving authority along with all related papers/documents as required by the rules. In the case of non-Gazetted staff, the head of the office will examine the Service Book, and ensure that the entire period of service is duly verified before sanctioning the pension. An amount equivalent to one year's basic salary is allowed to an employee, as a lump sum grant provided that one year of earned leave is due to his credit after allowing the desired LPR.

### **F4. CHARGE ALLOWANCE RULES, 1982**

According to this rule a Government employee will get a charge allowance when he is authorised in addition to his own charge, to hold an **additional charge** of an office equivalent to his office or a higher office. A person holding a lower post and transferring to a higher post on a temporary basis is on **current charge**. The holding of current/additional charge is discouraged by the Government.

A person has to handover charge of the present post/office when he is authorised to take up current charge of a higher office. The current charge of an incumbent is not a promotion/or a new appointment as such and one cannot claim pay scale and other privileges/benefits allowable for being in the post but one can claim the charge allowance.

The charge allowance rules are applicable for posts in both revenue and development budgets.

### **F5. FESTIVAL ALLOWANCE RULES, 1988.**

During every Eid Festival, Muslim employees are allowed to draw an allowance amounting to one month's basic salary that is equivalent to the salary drawn in the previous month.

The members of the other religions employed in the service also receive a festival allowance amounting to two months basic salary in one instalment during their main religious festival.

Employees on LPR are also entitled to receive this allowance, but not those who are in full retirement.

Employees who are in work-charged establishments and drawing pay on a regular scale will also get a festival allowance under this rule.

## **F6. TREASURY AND SUBSIDIARY RULES**

The procedures for deposit and withdrawal of money to and from the Government Exchequer are controlled by these rules. They have three parts:

Part 1 contains the “The Treasury Rules” (‘TR’). The TRs are the principal rules guiding the procedure for deposit and withdrawal

Part 2 contains “The Subsidiary Rules” (‘SR’). The SRs are the rules, which describe the detailed procedures for the TRs.

Part 3 contains related executive instructions, executive orders, appendices and forms.

The Treasury Rules are approved by the President due to their importance in the application of the financial management system. The Ministry of Finance issues the Subsidiary Rules.

The Executive Engineers of the Road Divisions in the RHD having drawing and disbursing powers often come across and deal with these rules whilst discharging their duties in respect of financial matters.

## **F7. GENERAL FINANCIAL RULES (GFR)**

The procedures for spending money from the Public Fund are governed by the General Financial Rules. Unless any specific procedures are mentioned in CPWA & CPWD codes, the procedures as laid down in the GFR are applicable for the Roads & Highways Department.

## **F8. ACCOUNTS CODE VOLUMES I TO IV, AUDIT CODE AND AUDIT MANUAL.**

The four volumes of the Accounts Code are as follows:

**Volume I** – Contains details of the functions of the Comptroller and Auditor General of Bangladesh in relation to Government Accounts, and his directions for general principles and methods of accounting.

**Volume II** – Contains the directions issued by the Comptroller and Auditor General relating to initial accounts kept by the Treasuries (Thana) and District Accounts Officers. It also describes the form in which accounts are to be rendered by them to the Audit and Accounts Officer.

**Volume III** – This volume contains Comptroller and Auditor General's directions regarding the initial and subsidiary accounts kept by the Public Works Officers and RHD Officers, and accounts submitted by these officers to the Audit & Accounts offices.

**Volume IV** – Contains instructions on the form in which accounts have to be kept in the Accounts office (under the control of the Comptroller and Auditor-General) and the procedure to be adopted in keeping them. The instructions relating to the preparation of certain pro-forma accounts of the RHD have been included in this volume.

#### **Audit Code**

The principles and basic features of Government office audits conducted by the representative of the Comptroller and Auditor General are contained in this Code.

#### **Audit Manual**

The manual contains the detailed procedures and instructions for Government office and department audits conducted by the representative of the Comptroller and Auditor General.

### **F9. CENTRAL PUBLIC WORKS ACCOUNTS CODE**

The rules contained in the Central Public Works Accounts (CPWA) Code describe primarily the financial methods and procedures to be observed by Public Works Officers in dealing with **transactions** specifically relating to Public Works, and in keeping and rendering accounts of such transactions supplementary to the rules that are contained in the CPWD code, the General Financial Rules and the Treasury Rules of the Government.

The officers of the RHD, particularly the divisional officers (EE), are required to follow the rules under this code while incurring expenditure of public funds and making accounts for the same under different heads of accounts.

This code is supplemented by a book of forms, which is used for maintaining accounts in the divisional offices.

### **F10. CENTRAL PUBLIC WORKS DEPARTMENT CODE**

The Central Public Works Department Code contains financial rules and procedures to be followed when giving technical and financial, sanctions and approvals. The CPWD Code is applicable to RHD

as the previous Public Works Department was named the Communications and Buildings (C and B) department, which was divided into two separate departments, namely PWD and RHD.

The code is divided into six sections:

- Section I - Introduction
- Section II - Establishment and Miscellaneous
- Section III - Duties of Officers of Public Works Department
- Section IV - Works
- Section V - Building
- Section VI - Stores

Together with other accounting procedures, practices and methods to be applied, this code contains rules and general procedures for project works i.e.

- administrative approval
- technical sanction
- expenditure sanction
- appropriation of funds
- estimates
- deposit works

It also describes the duties and responsibilities of officers whilst dealing with financial and accounting matters relating to the establishment, for example payroll.

### **F11. DELEGATION OF FINANCIAL POWERS FOR REVENUE BUDGET**

The delegation of financial powers is issued by the Ministry of Finance for smooth functioning of non-development office work. The details are given in the office Memorandum of Finance Ministry/Finance Division/Expenditure Control's no. 63 & 64, dated 07 March 2000. The book-let on delegation and sub-delegation of financial powers of revenue budget along with the aforesaid memo. published by the Ministry of Finance should be referred for practical purposes.

The officers of RHD are also responsible to abide by the rules and regulations, which are applicable for revenue expenditure.

### **F12. DELEGATION OF FINANCIAL POWERS FOR DEVELOPMENT PROJECTS**

With a view to implementing development projects of the Government efficiently and expeditiously, the Ministry of Finance delegated certain financial powers to the sponsoring Ministry, Divisional head, the heads of Executing Agencies and Project Directors. The details have been circulated vide an office

memorandum no. 3/96 dated 22<sup>nd</sup> February 2000 issued by Finance Division of the Ministry of Finance.

It is the expectation of the Government that this delegation and decentralisation of financial powers will accelerate the implementation process of the development projects and accountability of the expenditure from the Govt. ex-chequer can be ensured.

The book-let on delegation of financial powers for development projects along with the aforesaid memorandum published by the Finance Division of the Ministry of Finance should be referred while exercising such powers.

In the memorandum the latest version of the delegation of financial powers against each of the authorised items have been published in a matrix form, which is a revision of a 1994 version. While exercising these delegated financial powers, the authority/officers empowered to do so, are to abide by the rules/instructions as listed therein vis-à-vis vested powers delegated in the rules of business and government orders/circulars issued from time to time on the related subjects are to be followed.