

Government of the People's Republic of Bangladesh  
Ministry of Finance  
Economic Relations Division  
Section UN-1

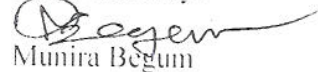
NG/ERD/UN-1/C/SCMO-01/2008/84

14 July 2008

**Sub: Signed Project Document of "Civil Service Change Management Programme".**

The undersigned has been directed to inform you that the above mentioned project document has been signed among ERD, Ministry of Establishment and UNDP on 10.07.2008. One copy of the signed project document is sent herewith for your record and necessary action.

Yours sincerely,

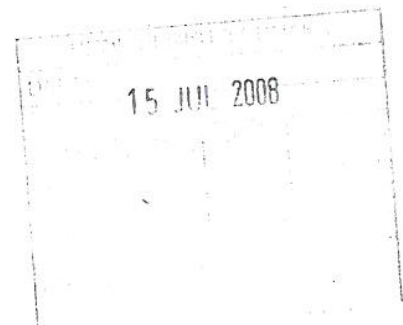
  
Munira Begum  
Assistant Chief  
Phone: 9145476

Distribution: (not in order of seniority)

1. Secretary  
Ministry of Establishment  
Bangladesh Secretariat, Dhaka.
2. Member  
Socio-Economic and Infrastructure Division  
Sher-e-Bangla Nagar, Dhaka.
3. Secretary  
IMED  
Sher-e-Bangla Nagar, Dhaka.
4. Director FAB/ERD
5. Deputy Director  
RDOC/ERD
- ✓ 6. Country Director  
UNDP Bangladesh  
HDB Bhaban, Dhaka.

CC:

1. PO to Joint Secretary (UN), ERD
2. PO to Deputy Secretary (UN-2), ERD





Bangladesh

**Project Document**  
of  
**Civil Service Change Management Programme**  
**(CSCMP)**



**Government of the People's Republic of Bangladesh**

**&**

United Nations Development Programme



Bangladesh

Government of the People's Republic of Bangladesh

United Nations Development Programme

Project Document

Title of Project/Number: BGD/07/010 - Civil Service Change Management Programme
Implementing Partner: Ministry of Establishment (MoE)
Responsible Partners: Ministry of Establishment, Bangladesh Public Service Commission, Bangladesh Public Administration Training Centre, Bangladesh Civil Service Administration Academy, Ministry of Education, Ministry of Health and Family Welfare
Start date: 1 January 2008
End date: 31 December 2012
Management arrangement: National Implementation

Brief Description:

The project aims at providing technical assistance to the government of Bangladesh in initiating strategic interventions in the area of civil service of Bangladesh that facilitates the implementation of programme for generating improvements and gradual transformation in the civil service. Against this backdrop, the project comprises three components: (a) Managing change in the civil service; (b) Capacity development of training institutions; and (c) Ethics and integrity in civil service. This project compliments UNDP strategy to strengthen accountable and responsive governing institutions through supporting public administration reforms in national governments and local authorities.

Project Budget: US\$ 5,500,000

Allocated resources:

- TRAC US\$ 5,500,000
Donor Cost sharing/GMS Nil
GOB Cost Sharing (CD VAT/TAX & in kind) US\$ 120,000

Programme Period: 2008-2012

Programme Component: Democratic Governance

Project Title: Civil Service Reform Programme

Project ID: 00059416

Management Arrangement: National Implementation

Agreed by (ERD)

[Signature]

A.M. BADRUDDUJA
Joint Secretary
Economic Relations Division
Ministry of Finance
Govt. of the People's Republic
of Bangladesh

Agreed by (Ministry of Establishment)

[Signature]

(Mofowar Islam)
Joint Secretary (C.P & T)
Ministry of Establishment
Government of the People's
Republic of Bangladesh

Agreed by (UNDP):

[Signature]

Larry Maramis
Country Director a.i.
UNDP-Bangladesh

Country: Bangladesh

UNDAF Outcome(s)/Indicator(s):

*UNDAF Outcome 1: Human rights of children, women, and vulnerable groups are progressively fulfilled within the foundations of strengthened democratic governance*

Strategic Plan 2008 – 2011

*Focus area: Democratic Governance  
Key results: participation, responsive institution, engagement by the poor, serving the needs, concerns and interests of people.*

Expected CP Outcome(s)/Indicator(s):

*Civil Service practices integrate accountability, transparency, and principles of gender equity and human rights. Key government agencies adopt business processes that strengthen their efficiency, communication with the public and coordination of development assistance.*

Expected Project Output(s)/Annual Targets:

- Development of sustainable support to desired reforms in the civil service
- Improvement in integrated human resource management systems in the civil service
- Development of organizational performance management strategy inclusive of e-governance
- Development of experimental learning and professional development opportunities in the public sector training institutions
- Partnership in developing ethics and integrity in public service

Implementing Agency:

- Ministry of Establishment



## List of Acronyms

ACC	Anti-corruption Commission
APD	Academy for Planning and Development
AWP	Annual Work Plan
BCSAA	Bangladesh Civil Service Administration Academy
BIAM	Bangladesh Institute of Administration and Management
BPATC	Bangladesh Public Administration Training Centre
CO	Country Office
CP	Country Programme
CPAP	Country Programme Action Plan
CSCMP	Civil Service Change Management Programme
CSOs	Civil Society Organisations
DCOS	Direct Country Office Service
ERD	Economic Relations Division
GMS	General Management Support
GOB	Government of Bangladesh
ICT	Information and Communication Technology
IMED	Internal Monitoring and Evaluation Division
MATT	Management at the Top
MoE	Ministry of Establishment
MOHFA	Ministry of Health and Family Welfare
NAEM	National Academy for Educational Management
NGOs	Non-governmental Organisations
NPD	National Project Director
OD	Organisation Development
PA	Preparatory Assistance
PAR	Public Administration Reforms
PB	Project Board
PIC	Project Implementation Committee
PSC	Public Service Commission
RIS	Results Information System
SBAA	Standard Basic Assistance Agreement
TPP	Technical Project Proposal
UNCAC	United Nations Convention Against Corruption
UNDAF	United Nations Development Assistance Fund
UNDP	United Nations Development Programme



## Content

<b>Section 1: Programme Justification</b>	03
1.1 Purpose	03
1.2 Business case	03
1.3 Context	06
1.4 Cross-cutting areas	06
1.5 Project definition	06
1.5.1 Objectives	06
1.5.2 Project components	07
1.5.3 Programme scopes	10
1.5.4 Programme execution modality	10
<b>Section 2: Annual Work Plan and Budget Sheet</b>	11
<b>Section 3: Management Arrangements</b>	16
3.1 Management structure	16
3.2 Communication plan	17
<b>Section 4: Impact on 28 cadres, Ministry of Education and Health</b>	20
<b>Section 5: Monitoring and Evaluation</b>	20
<b>Section 6: Legal context</b>	20
<b>Section 7: Tolerance</b>	21
<b>Section 8: Annexes</b>	22
Annex I : Risk log	22
Annex II : Quality log	23
Annex III : Terms of references of NPD	24
Annex IV : Terms of reference for Steering Committee	25
Annex V : Terms of reference for Project Board	26
Annex VI : Detailed budget	27
Annex VII : Logical framework	29



## SECTION 1: PROGRAMME JUSTIFICATION

### 1.1 Purpose

This document has been developed in order to take intensive doable civil service reform initiatives in the Bangladesh government focussing on change management in terms of policies and human resource management, human resources development, capacity development of PSC, BPATC, MoE, BCSAA, BIAM, NAEM and APD and preventing corruption in the civil service. It addresses the following fundamental aspects of the programme:

- What does the programme aim at?
- What are the objectives?
- Why is it important to achieve the objectives?
- How will the objectives be achieved?
- When will the objectives be achieved?
- Who are the responsible stakeholders to achieve the results?

When approved by the concerned authority, this project document would provide the baseline for the Programme Management. It will be used as a reference point for all major decisions to be taken about the Programme in the future and used at the conclusion of the programme to measure whether it was managed successfully and delivered acceptable results.

### 1.2 Business Case

The basic concepts employed in ‘change management’ strategies derive from a long tradition of social science theory and practice, based in the earliest organization development or OD theories, in systems theory, in the multiple fields of the social sciences, business administration, industrial engineering, and the general study of human and organizational behaviour. Recent innovations in ‘managing change’ are based in the evolving field of strategic management. Governments and organizations regularly reform, reorganize, expand or retract, or even build anew—all actions we might call ‘change’ from one condition to a preferred one. The process of doing so, what we sometimes call the implementation of a new policy or procedure or system, is frequently difficult, troublesome, and frustrating; nevertheless, these unwelcome patterns are inherent characteristics of the management function in organizational life. The managing change concept requires a different ‘box’ from which to plan. The plan itself is not prepared in advance and submitted in total for debate to be followed by acceptance or rejection in the normal administrative or political process. A managing change strategy engages the political process as the first steps in the process by seeking understanding and support for a desired change—legitimacy for the change, and a supportive constituency.

This change management initiative as described in the project document is subject to the change management in the civil service. According to scholars’ definition, the civil service is a system of mediating institutions for mobilizing human resources in the service of the affairs of the state in a given territory. However, the Constitution Bangladesh uses different terms instead of using “civil service”, which was originated from the Central Superior Services of Pakistan following the independence in 1971 and the Indian Civil Service following the partition in 1947.




Bangladesh Constitution or any other related rules and regulations never use the term 'civil service'. Only two different terms are used in the Constitution. The first one is the "the service of the Republic" which means "any service, post or office whether in the civil or military capacity, in respect of the government of Bangladesh, and any other service declared by law to be a service of the Republic". The other term is the "public officer" which means "a person holding or acting in any office of emolument in the service of the Republic" (Article 152 of the Bangladesh Constitution). In addressing the change management issues, this project focuses on **the public offices in the civil capacity encompassing 28 cadres** that are responsible for implementing the government policies at national and local levels and are responsible to provide services to the citizens of the country. This project has a component that focuses on enhancing the capacity of the Bangladesh Public Service Commission (PSC) which is responsible for recruiting officers for 28 cadres. The capacity building of the PSC will thus benefit all the Government service cadres of Bangladesh. On the other hand, BPATC provides foundation training to the civil servants of all cadres. As many of the activities of this project will be implemented by BPATC, civil servants of all cadres will be benefited by the project. Moreover, Education and Health cadres will be directly benefited as the project will undertake capacity building activities for training institutions under the Ministry of Health and Family Welfare and the Ministry of Education. It cannot be denied the major challenges that Bangladesh civil service faced over the years—a seemingly intractable and unfavourable incentive system beginning with the salary levels, the difficulty of keeping pace with technological advances, the recent incursion of partisan political influence over the past decade and more, the widespread phenomenon of corruption at the different levels and sectors of the civil service and an overwhelming sense of slowness in the process of change, among others. In spite of significant efforts on the basis of the recommendations by public administration reform commissions, and some successful (partial) modernization projects and/or pilots, the Bangladesh civil service is still largely caught in traditional concepts of public administration and civil service.

The civil service of Bangladesh which is nearly a million public servants needs to keep pace with a rapidly changing world. Technological advances and administrative practice have progressed at astounding speed throughout the world, including the capacity to serve the public more effectively. However, the civil service of Bangladesh should obtain the opportunities to maximize its strength in delivering the services to the citizens. In order to serve the citizens better and enable appropriate economic and socio-cultural development, *the civil service of Bangladesh needs to evolve from being hierarchical, centralized, and bureaucratic to efficient, empowered, creative, responsive, transparent and accountable and stakeholder-oriented machinery.*

Revitalizing productive careers of civil service personnel; attracting, retaining, developing the human competences needed; and, managing civil servants' and organisational performance and integrity—all are vital cornerstones for building good governance and a modern, competitive, effective civil service. It is important to undertake coherent initiatives in order to *set the reform agenda, to broaden political and stakeholder demand for change, obtain convincing initial results, and provide a basis for sustained evolution* of the civil service of Bangladesh.

*Managing Change* is an overall implementation strategy, supporting and coordinating all initiatives of public administration reform and development in Bangladesh. This approach





actively involves all major stakeholders, coordinates the many initiatives for reform and makes best use of the technical expertise available in Bangladesh. Managing change, or change management, supports the extension of 'change agency' to all government ministries and departments, resulting in new change agents, networks of change leaders, and a gradually expanding 'mind-set' for change throughout the civil service.

*Human Resource Management* should change : (1) from generalist traditions to specialized generalists, with strengthening of expertise and openness; (2) from seniority-based promotion, to promotion based on performance evaluation and competence, using fair and transparent competition; (3) from inadequate appraisal and merit concepts, to strengthening of individual performance management through more articulated review systems; (4) from frequent and often unpredictable rotation of posts to new practice strengthening of specialization through the career development programs.

*Human Resource Développement* systems should also be changed in the near future. Traditional provider (training agency)-centered programs should be changed to more customized or tailored programs to meet needs and demands of customers (government officials and their management) of training institutions. Typical one-way lecture-centered training programs should be changed to more participatory, experiential programs utilizing action learning and blended learning. Theory-dominated programs should be changed to more problem-solving-oriented programs. Furthermore, every training session must be evaluated by participants in terms of quality of training contents, the way of its delivery, and overall effectiveness; and its evaluation results must be taken into consideration for continuation of the program and further curriculum design and development.

While the initiatives for improving and reforming human resources management and development are necessary internal conditions; the public administration reform process requires also an explicit focus on "*Organizational Performance*" in the civil service. Mainstreaming *anti-corruption and ethics* in civil service would also facilitate the enhancement of the organizational performance while rules and regulations alone are not enough to do so. This is crucial for enabling, managing and monitoring the progress of (pilot organizations in) the civil service towards being "stakeholder-oriented", "responsive", "empowered", "creative", "efficient", "transparent" and "accountable".

However, identifying reform agenda is not enough unless it is supported by a strong political will and government's commitment to implement the reform initiatives in order to achieve results. In other words, once reform agenda has been identified, it is expected that a government reform body as well as the highest executive authority of the government and succeeding regimes should continue effectively the implementation of necessary reforms in the civil service.

It is expected that the output of the proposed program could serve as a tool box or road map for civil service reform in Bangladesh although the notion of toolbox or road map varies with the craft of a reform body. The purpose of the toolbox or road map is to help a reform body effectively organize reform measures and to provide useful implementation guidance for various stakeholders in the course of navigating government reform. *A reform body should concentrate on implementation of reform measures.* In that regard, the products of past projects could help



the reform body and agency in charge save time in identifying major reform measures and help them concentrate on implementation of reform measures. It is thus recommended specific changes should take place in the near future with a clear focus on managing change, human resource management (including individual performance management), human resource development, organizational performance management and mainstreaming anti-corruption and ethics in the civil service.

### 1.3 Context

The project is executed in the context of UNDAF and the Country Programme Document 2006-2010 approved by the Executive Board of the United Nations Development Programme. The project will contribute to the achievement of the UNDAF outcome 1 (*Human rights of children, women, and vulnerable groups are progressively fulfilled within the foundations of strengthened democratic governance*) for democratic governance and human rights, the Strategic Plan 2008 – 2011 (Democratic Governance) and the CPAP outcome on efficient, transparent, accountable, effective, responsive and gender sensitive public administration for Democratic Governance and Human Rights programme component.

### 1.4 Cross-cutting areas

The project will address the cross-cutting areas during the implementation of project activities. Gender mainstreaming is one of the major areas which will focus on gender mainstreaming in the civil service career planning and formulating gender guide lines for office. Another cross-cutting area will be e-governance and development that would create an impact on overall service delivery and managing information in relation to personnel management, performance management and organizational performance.

### 1.5 Project definition:

#### 1.5.1 Objectives:

The project aims at covering several reform areas include change management, overall human resource management policies, organizational performance management and capacity development / transformation of major HR-related government agencies. Elements of anti-corruption in the civil service are integrated in these issues. The project aims at supporting the Government of Bangladesh in initiating a series of *strategic interventions* that should, first, *break the 'logjam' impeding implementation of administrative reform proposals*; and, second, offer *implementable programs for generating immediate improvements and gradual transformation* in the civil service. The Key objectives of the project are:

- To support the development of sustainable government commitment to desired reforms in the civil service.



- To support management and monitoring of “organizational performance” (of selected organizations) in the civil service of Bangladesh, including “service delivery” and “integrity”.
- To provide technical assistance to the capacity development initiatives of the Public Service Commission;
- To assist experiential learning and professional development activities in the public sector training institutes.
- To build partnership in mainstreaming anti-corruption and ethics in civil service.

### 1.5.2 Project Components

In order to achieve the above-mentioned objectives, the following components have been incorporated into the project document:

#### **Component A: Change Management, Human Resources and Performance Management**

This first component comprises three main strategies targeting “cross the board” improvements and innovations in change, human resources and performance management, (gradually) impacting all sectors within the civil service.

*Change Management:* Under this part of the component, ‘change management’ workshops at all district/ divisional/ ministerial/ national levels will be organised and support will be provided in organising in-country ‘change management’ workshops equivalent to certificate course. It is expected that a high level body will be formed for monitoring and providing guidance to the implementation of civil service reform initiatives by the relevant ministries, departments and field level offices. A Bangladesh-led professional and technical support team in support to the ‘high-level public body’ will also be created for supporting the ‘high-level body’.

*Human Resource Management:* Under this component a series of workshops will be organised to revise the recruitment policy, the placement policy and practice, the promotion policies and practices, rules of business and civil service performance management system inclusive of reward management. Technical assistance up on request of the Ministry will be provided on formulation and drafting Civil Service Act already initiated by the MoE. Apart from these interventions, policies relevant to training of public service to reflect new principles of continuing professional development and career-long learning, within the context of good governance will be redesigned. A detailed action plan for the continuous modernization process of HRM system will be prepared and submitted to the government for implementation.

*Organisational Performance Management:* Technical assistance will be provided to the ministries’ on going initiatives of formulating ‘Citizens Charter’ for all ministries/departments/, field level offices, education and health departments in the public sector for enhancing best practices. Initiatives will be taken to pilot monitoring and evaluation unit to monitor service delivery, performance and integrity in a particular ministry/department and build the organization’s monitoring and evaluation capacity for complying with improved service delivery standards under this component.

## **Component B: Capacity Development and Transformation of some selected government institutions**

This second component comprises strategies for targeting capacity development of training institutions, recruitment system and selected ministries.

*Ministry of Establishment:* It is expected that the name and organizational structure of MoE will be evolved and adopted to the emerging expectations and service-delivery requirements of a modern and enabling central agency for “personnel management”. Technical assistance will be provided for formulating the action plan on setting Mission, Vision and Values for strategic transformation towards a modern, capable, trustworthy and proficient MoE. Apart from this, e-governance initiatives will be undertaken to develop the ministry’s capacity in managing personnel records and providing appropriate information & services to the management and civil servants. A task force lead by Additional Secretary, MoE for spearheading the modernisation of human resources management system will also be formed with representations from the Cabinet Division and PSC, which will monitor the implementation of the action plan.

*Public Service Commission:* This part of the project component aims at developing capacity of the Bangladesh Public Service Commission. A comprehensive website for PSC with basic information on recruitment, BCS examinations, departmental examinations and learning resources will be developed to ensure better services to the candidates as well as civil servants already recruited. Strategy formulation on transparent and explicit complaints procedure, investigation and feedback will be facilitated under this component. Initiatives will be taken in terms of disseminating information through press release/newsletter/homepage by PSC. Technical expertise will also be provided through engaging professional organizations for conducting research on stakeholders’ feedback, both internal and external, and in terms of PSC capacity development.

*BCSAA:* It is expected to pilot some capacity development programme and the BCSAA will be used as an incubator and pilot site to apply MATT-2 style workshops and develop the academy as a model training institutions. A comprehensive ‘action plan’ for the faculty development of BCSAA will be formulated and technical expertise will be provided for implementation of the action plan. Specific focus will be given to redesigning the core courses addressing the changed roles and responsibilities of the magistrates following the judicial separation. A dissemination workshop will be organized by MoE for informing the stakeholders to enhance replication in other training institutions.

*BPATC:* This part of the component will provide technical assistance to BPATC in implementing the recommendations made under the PA phase in order to make the training course curricula more effective and ensuring the better function of the training centre in terms of institutional development. Knowledge and best practice sharing workshops will be organized by MoE/BPATC to strengthen the training management of BPATC.

*NAEM:* This part of the project component aims at developing capacity of National Academy for Educational Management (NAEM). A comprehensive ‘need assessment study’ in terms of

faculty development and effective training course curricula will be conducted and recommendations of the study will be implemented.

*APD:* This part of the component will provide technical assistance to Academy for Planning and Development (APD). A comprehensive 'action plan' for the faculty development and other related issues in terms of institutional capacity development of APD will be formulated and technical expertise will be provided for implementation of the action plan.

*BIAM:* An all-inclusive 'need assessment study' for the faculty development and other related issues in relation to institutional capacity development of BIAM will be conducted and technical assistance will be provided for implementation of the recommendations.

There are several provisions for assessing training needs and the need for 'both **training in-country and abroad** under the capacity development programme, which will be examined and addressed during the course of the implementation of the project activities. This assessment will be made by MoE.

### **Component C: Ethics and integrity in civil service**

In order to make the reform initiatives sustainable, mainstreaming ethics, religious and cultural values and integrity in the civil service is equally important. The major challenge is to identify the methodologies for integration and to decide what form it will take. The anti-corruption issues have been addressed by the government following the accession to the UNCAC and reconstitution of the anti-corruption institution. Article 7 of UNCAC provides the basic framework for state's responsibility on anti-corruption within the public service. There are also some checklists on education and health which can add value to developing ethics, religious and cultural values and integrity in the civil service. However to ensure the process of transparency in all respects, the system needs to be predictable and there is a need to relate the system with the overall reform initiatives. At the same time, linkage with the media, other stakeholders and civil society is also crucial.

Against this backdrop, formulating ethics, religious and cultural values and integrity strategy for civil service will be considered under this component that will eventually facilitate corruption risk mapping, better understanding of magnitude and gravity of problem in different institutions and periodical assessment studies or research.

Each of the components will have integrated **advocacy and communication** programme which will be managed by a Communication Manager under the guidance of NPD. In order to keep advocacy and communication strategies active, the project will produce knowledge products, newsletters and other required communication materials. Moreover, all other UNDP and other reports on PAR will be consulted for initiating reform initiatives under each of the components of the project.

In order to ensure the achievements of results under each component, provision of monitoring taskforce will be incorporated into programme components. This kind of monitoring taskforce

will be set for ministries/departments where change management initiatives will be introduced under the project components.

### **1.5.3 Programme scopes:**

Functioning democratic governance is one of the outcomes highlighted in UNDAF. For than four decades, UNDP has been a leading provider of technical advice in Public Administration and Civil Service Reform, with 90 country offices reporting activities. In 1999, a number of UNDP Country Offices in the Asia Pacific Region reported activities grouped under “Promotion of an efficient and accountable public sector”. In 2005, by contrast, five out of 18 expressions of interest of the Thematic Trust Fund in the Asia-Pacific region were the area of PAR and anti-corruption, while three others were closely related to this service line. In several countries where UNDP had pulled out PAR, governments including Bangladesh have now made requests for renewed UNDP support in this area.

One of the major scopes of this project is to collaborate with the Ministry of Establishment, other ministries/departments, and Bangladesh Public Service Commission and training institutions in the public sector and field-level administration. It also broadens the scope of building partnership with civil society organizations and relevant international organizations for sharing knowledge and best practices in the area of civil service reform, capacity development and anti-corruption. The programme will also build synergy among government’s other development programme, such as e-governance and development. There will be wide opportunity to liaise with other programme clusters of UNDP to minimize any overlapping and duplication of work. Apart from these, the project creates a scope for partnering with other development partners in the area of consultation and resource mobilization.

### **1.5.4 Programme Execution Modality**

The planned activities under this programme will be executed under the Country Programme Action Plan (CPAP) Implementation and Execution Framework. On the basis of the project brief, the Annual work Plan (AWP) will be signed between UNDP and implementing partners. However, if any changes are to be brought in any of the planned components and activities, it has to be approved by the Project Board.

Apart from this execution modality, the general guideline of DCOS modality will be followed for relevant procurement and recruitment associated with programme activities according to the signed SBAA. However, the NPD can procure items with spot quotations following relevant government procurement act and rules (for example PPR 2008).



## SECTION 2: ANNUAL WORK PLAN AND BUDGET SHEET

Proposed Title: Civil Service Change Management Programme  
 UNDAF Outcome 1: Human rights of children, women, and vulnerable groups are progressively fulfilled within the foundations of strengthened democratic governance  
 Strategic Plan 2008-2011: Democratic Governance

Success Indicators:

- # of policy approved
- # of officials trained
- # of partnership developed
- # of course curricula reviewed
- # of knowledge products produced

### Component A: Change Management, Human Resources and Organizational Performance Management

Outcome	Output	Planned Activities	Timeframe					Respon- sible party to undertak e	A/C code	Amt (US\$)	
			2008	2009	2010	2011	2012				
Public Administration made efficient, transparent, accountable, effective, responsive and gender sensitive.	1. Change management, human resources and performance management in civil service.	1.1 To select/identify ministries/departments and pilot change management initiatives;							MoE	71200	0.5m
		1.2 To organize divisional and district level workshops on managing change in these particular areas;							Ministry of Edu,	71300 71400 63400 74500	
		1.3 To organize 'change management' workshops for graduate-level certificate courses programme in partnership with international institutions;							Ministry of Health & Family Welfare	72200 73100 72100	
		1.4 To provide guidelines to line ministries in appointing a 'change management' focal point;									
		1.5 To prepare monitoring report on selected institution(s) undertaken change management activities;									
		1.6 To support that particular institution in organizing a dissemination workshop on achieved results;									
		1.7 To prepare a policy note on formation of high level body/task force to over see the change management process in the civil service;									
		1.8 To submit the policy note to government for its considerations.									
		1.9 To assist the Ministry of Establishment in drafting the Civil Service Act/rules and regulations									



		<p>1.10 To establish monitoring taskforce in related ministries/departments to oversee the change management process;</p>			
	<p>2. An integrated Human Resource Management policy</p>	<p>2.1 To review existing policy framework on placement, promotion, performance appraisal and career planning policies;</p> <p>2.2 To organize a series of workshops on integrating HRM policies in the civil service of Bangladesh</p> <p>2.3 To draft policy papers on the issues mentioned above;</p> <p>2.4 To organize dissemination workshop on each of the draft policy papers;</p> <p>2.5 To finalize the draft policies and submit to government for its considerations;</p> <p>2.6 To prepare a detailed action plan for integrated HRM system in civil service;</p> <p>2.7 To provide technical assistance to relevant ministries/departments in implementing the recommendations;</p> <p>2.8 To establish monitoring taskforce in related ministries/departments to oversee policy review process.</p>	<p>Organis ed by MoE and assisted by UNDP</p>		
<p>3.Organizational performance management for effective service delivery.</p>		<p>3.1 To provide technical expertise on the government's initiatives on preparing 'Citizens Charter' for all ministries/departments;</p> <p>3.2 To develop Citizens' Charter contents for selected ministry/departments;</p> <p>3.3 To establish monitoring taskforce to monitor service delivery, performance and integrity in selected ministry/departments;</p> <p>3.4 To conduct divisional/district level workshops on e-citizen service delivery;</p> <p>3.5 To develop e-citizen service delivery system in selected ministry/departments.</p>	<p>MoE</p> <p>Ministry of Exts.,</p> <p>Ministry of Health &amp; Family Welfare</p>	<p>71200</p> <p>71300</p> <p>71400</p> <p>63400</p> <p>74500</p> <p>72200</p> <p>73100</p> <p>72400</p> <p>72100</p> <p>0.4m</p>	



**Component B: Capacity Development and institutional transformation**

Outcome	Output	Activities	Timeframe					Responsible party	A/C code	Amt
			2008	2009	2010	2011	2012			
Public Administration made efficient, transparent, accountable, effective, responsive and gender sensitive.	4. Capacity development programme for MoE as personnel management entity	4.1 To form a monitoring taskforce to oversee capacity development programme in MoE;								
		4.2 To organize stakeholder workshop on developing Mission, Vision and Values for MoE;								
		4.3 To develop Mission, Vision and Values for MoE								
		4.4 To assess the functional and operational needs and capacity of the Career Planning wing of the MoE;								
		4.5 To review the MoE policy on gender mainstreaming in civil service career planning;								
		4.6 To formulate gender guideline for office use;								
		4.7 To assess the needs and capacity of MoE in managing personnel records and information through use of ICT;								1.6m
		4.8 To develop an action plan for improving the capacity of MoE in managing personnel records/information and career planning;								
		4.9 To provide technical assistance to MoE for implementing the action plan;								
		4.10 To provide technical assistance to MoE on preparing country paper on innovations/best practices in civil service & celebrate International Public Service Day;								
5. Capacity development programme for the PSC	5. Capacity development programme for the PSC	4.11 To assist ministries/departments in participating Global Forum on Reinventing Government;								
		5.1 To form a monitoring taskforce to oversee capacity development programme in PSC;								
		5.2 To assess the training needs of the PSC officials;								
		5.3 To develop a training plan and submit it to PSC for its considerations;								
		5.4 To provide technical assistance to PSC in								

<p>organizing learning workshops/training programmes for PSC officials;</p> <p>5.5 To assess the capacity of PSC in managing on line information on departmental examinations for in-service civil service officials;</p> <p>5.6 To prepare an integrated Action Plan for PSC for undertaking organizational and professional capacity development programmes;</p> <p>5.7 To provide technical assistance to PSC for implementing the Action Plan.</p> <p>6.1 To incubate capacity development activities in BCSAA for piloting;</p> <p>6.2 To review the National Training Policy/PATP;</p> <p>6.3 To develop updated training policies on professional development and career long learning;</p> <p>6.4 To assess the training needs for faculty development at BCSAA;</p> <p>6.5 To develop Mission, Vision and Values for BCSAA for transforming towards a professional learning organizations;</p> <p>6.6 To develop an action plan on professional learning and faculty development of BCSAA;</p> <p>6.7 To provide technical support to BCSAA in implementing the Action Plan;</p> <p>6.8 To organize workshops with selected training institutions for replicating the capacity development pilot programme</p> <p>6.9 To conduct post-training impact analysis and prepare report for redesigning training programme</p> <p>6.10 To review and redesign the course curricula of "Law and Administration Course" with a strategy to address roles and responsibility;</p> <p>6.11 To provide technical expertise to BPATC in implementing institutional development plan;</p> <p>6.12 To develop Mission, Vision and Values for NAEM for transforming towards a professional learning organizations;</p> <p>6.13 To develop an action plan on professional learning and faculty development of NAEM;</p> <p>6.14 To provide technical support to NAEM in implementing the Action Plan;</p>	<p>73100 72400 72100</p> <p>BCSAA BPATC BIAM NAEM APD MoE</p> <p>71200 71300 71400 63400 74500 72200 73100 72100</p> <p>1.5m</p>	<p>6. Capacity development programme for training institutions at <u>divisional, district and upazila</u> levels.</p>
--	--	---



## SECTION 3: MANAGEMENT ARRANGEMENTS

### 3.1 Management Structure

1. Project Steering committee: The MoE will be on the overall supervision of the project and the Project Steering Committee will be chaired by Secretary, MoE. The Committee will be responsible for providing policy guidelines to the project implementation and approval of any implementation decision. It will also provide policy advice and guidance to facilitate the link between project activities and national development initiatives.

The recommended memberships of the Project Steering Committee (PSC) are as follows:

- Secretary, Ministry of Establishment – Chairperson;
- Representative, Cabinet Division;
- Representative of the PSC;
- Representative of the Planning Commission (Concerned Section);
- Representative of ERD, Ministry of Finance
- Representative of IMED, Ministry of Planning;
- Representative of Ministry of Education
- Representative of Ministry of Establishment
- Representatives of BPATC
- Representatives of BCSAA
- Representative of ACC
- Representative of UNDP;
- Representative of development partners/CSOs (if any)
- National Project Director as Member Secretary

Representatives from the Ministries concerned will not be below the level of Joint Secretary.

2. Project Board/PIC: The Project Board/Project Implementation Committee will be chaired by the NPD. It will be responsible for implementation of the project activities. The PB/PIC will be responsible for preparing and endorsing the quarterly work plan, monthly and quarterly progress report, annual work plan and annual progress report. It will supervise the overall project implementation and day-to-day management of the project. The recommended memberships of the project board are as follows:

- National Project Director (Addl. Sec., Ministry of Establishment) – Chairperson;
- Representative, Cabinet Division;
- Representative of the PSC;
- Representative from Ministry of Education;
- Representative from Ministry of Establishment;
- Representatives from BPATC;
- Representatives from BCSAA;
- Representative from ACC;
- Representative from Planning Commission;
- Representative from IMED;
- Representative from ERD;

- Representative from Finance Division;
- Representative from BIAM;
- Representative from UNDP;
- Project Manager as Member Secretary.

Representatives from the Ministries/institutions concerned will not be below the level of Deputy Secretary.

3. Project Assurance: The Project Assurance role will be responsible for carrying out oversights and monitoring functions. This group, designated by UNDP CO, the role will ensure that the project management delivers planned outputs as per the annual work plan on the basis of the monthly, quarterly and annual progress reports. The team will organize monthly reviews and other reviews at the level of the PB.

4. Project Manager: S/he will be reporting to the NPD and Project Board and provide feedback on any project issues, as and when required. S/he will also be responsible for overall coordination between project and UNDP and among different teams in achieving planned outputs, producing progress reports and be responsible for the effective implementation of the project.

5. Thematic groups: This group comprises different teams that are responsible for accomplishing the designed activities against each of the outputs. Specialized lead persons in relevant areas will represent each of the teams and remain responsible for accomplishing the assigned tasks.

6. The Project Support group: Under the direct supervision of the Project Manager this group will provide management support on a day-to-day basis to the Project Manager and thematic groups in relation management of procurement, recruitment, finance and other general services required for the implementation of the project.

### 3.2 Communication Plan:

The major principle of the communication strategy is to keep all relevant stakeholders informed of programme targets, programme activities, achievement and lessons learned. One of the major activities of the programme is to ensure participation of all stakeholders in preparation of all specialized products/outputs of the project listed in the Project Description section. To facilitate effective participation, the programme will maintain continuous communication with the stakeholders by providing status reports, minutes of the meetings/consultation held, progress reports, lesson learnt reports and other event-based reports and programme related products. It will be the responsibility of the project to ensure proper implementation of the communication plan.

The partner agencies are expected to co-operate with the project in the implementation of the various component of the project. Technical assistance will be provided to partner agencies under the implementation stages of the project. These organizations will be responsible for coordinating with the MoE in conducting their respective set of activities under this project with the assistance of the project management team. Apart from MoE, the partner agencies may include but not limited to:

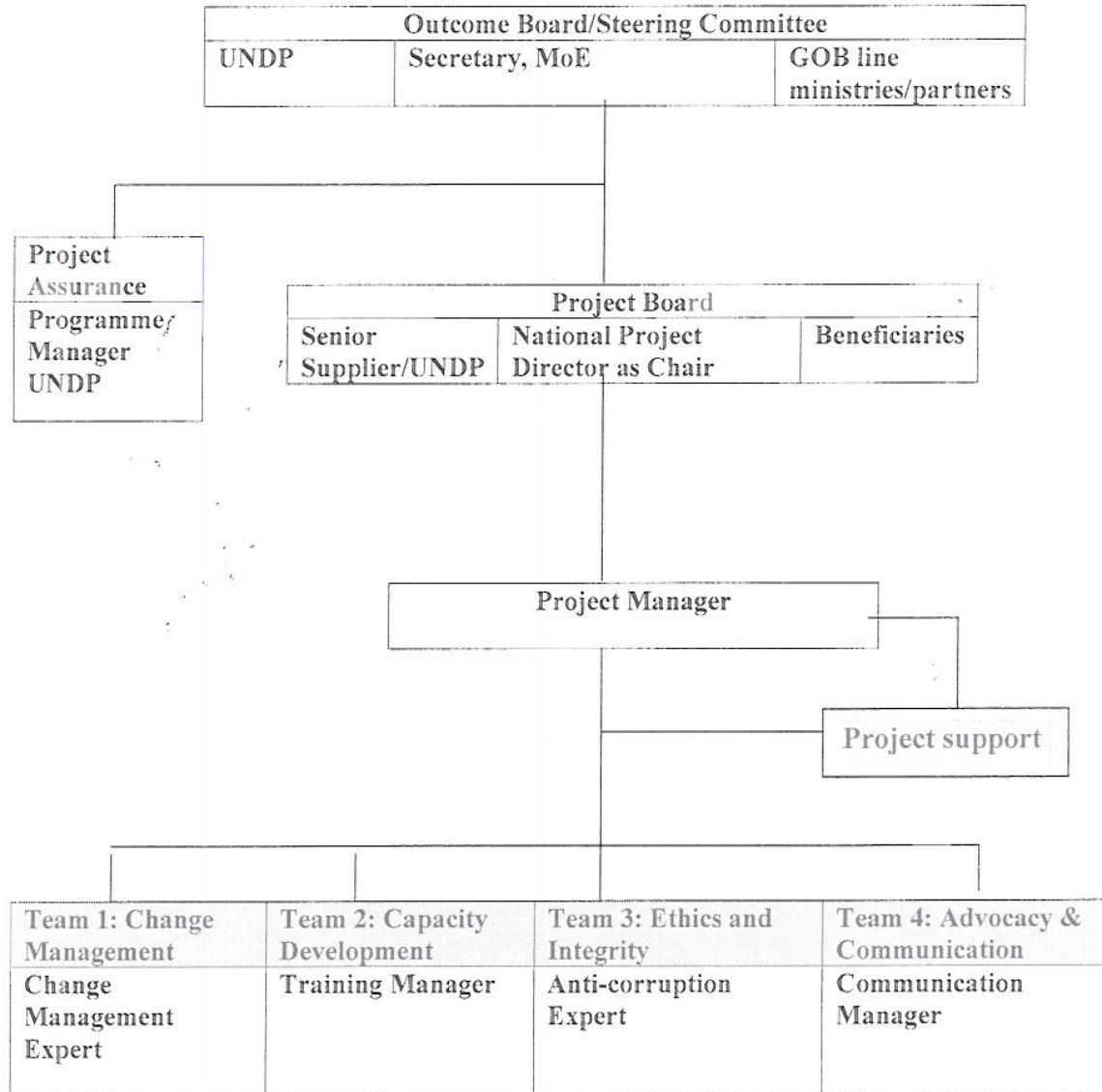
- 1) The Ministry of Health and Family Affairs (MOHFA)
- 2) Bangladesh Public Service Commission
- 3) Bangladesh Public Administration Training Centre
- 4) BCS Administration Academy
- 5) Other public sector training institutions
- 6) Anti-Corruption Commission
- 7) NGOs/CSOs

Each partner agency will appoint a **Responsible Officer** who will take charge of co-coordinating their respective set of activities under the project with the implementing agency.

Under the communication strategy, a **Citizens' Platform** will be created as the citizens are the primary beneficiaries of all the change management in terms of service delivery. Opinion on improvement in the service delivery will be obtained from citizens through different communication strategies for generating innovations for continuous improvements in the service delivery. Apart from these, certain activities such as observing international days, advocacy campaign and conducting learning events may be subcontracted to national/international **NGOs/CSOs** with experience in supporting civil service change management activities, knowledge sharing, and event management. Contracts will be only granted to organizations that are able to fulfill the criteria laid down by UNDP. These criteria are based upon UNDP's general worldwide experience working with partners, plus the particular experience gained during other projects implemented in Bangladesh.



## Management Structure



*[Handwritten signature]*

#### **SECTION 4: IMPACT ON 28 CADRES, MINISTRY OF HEALTH AND MINISTRY OF EDUCATION**

Components of civil service change management programme have major focus on policy reforms. It will review the existing human resources policy, performance appraisal system, drafting of Civil Service Act and implementing ethics and integrity strategy for the civil service officials. These are relevant areas for performance improvement irrespective of all cadres of the civil service. The programme will have piloting for improved functions of the public sector training institutions, for example BPATC and BCSAA, BIAM, APD and NAEM. Civil service officials are trained in these training institutions and the overall improvement of the training management will have an impact on the performance of all cadres. Finally the component on ethics and integrity will have impact on sensitizing the civil service officials against corruption.

One of the major foci of this change management programme is to improve organizational and institutional performance and the project will contribute to the preparation of citizen's charters for selected ministries in order to ensure better service delivery. Since covering all ministries and departments will not be possible within the project lifetime, pilot initiatives will be undertaken in partnership with the Ministry of Health and Family Welfare and the Ministry of Education in order to ensure better service delivery by the officials working at the grassroots level and contributing to the achievement of national goals in the area of health and education.

#### **SECTION 5: MONITORING AND EVALUATION**

In order to monitor the project implementation process and progress, the project will submit monthly, quarterly and progress reports to UNDP. The project progress will be measured against the planned activities in the AWP, which will be signed and approved in the beginning of the year by both implementing partner and UNDP. On the basis of the AWP, the project will submit a quarterly work plan indicating planned expenditure against which the project progress will be measured. The project will present the achievement of results and status of expenditure in quarterly and annual project review meetings. The Project will report in the Results Information System (RIS) format every month. On behalf on the PB, the Project Manager will represent in the regular Project Managers' meetings and progress review meetings at UNDP.

#### **SECTION 6: LEGAL CONTEXT**

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement (SBAA) between the Government of Bangladesh (GoB) and the United Nations Development Programme (UNDP) signed by the parties on 26 November 1986.

Implementing partner

UNDP will act as a Responsible Party to implement activities as identified in the project document and relevant budget lines. This role is in line with the Letter of Agreement (LOA) on such services signed by UNDP and the Government on 5 December 1999 as well as the Country Programme Action Plan 2006-2010.





The following types of revision may be made to this Project Document with the signature of the UNDP Country Director only; provided that she/he is assured that the other signatories to the Project Document have no objection to the proposed changes:

- a) Revision in, or addition to, any of the annexes to the Project Document;
- b) Revisions, which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangement of the inputs already agreed to or by cost increases due to inflation;
- c) Mandatory annual revisions which re-phase the delivery of agreed project inputs or increased expert or other costs due to inflation or take into account agency expenditure flexibility; and

The Project Document is, for all purposes related to implementation, the legal document by which UNDP and GoB will be bound for achieving results. The GoB may prepare for its own internal planning and approval purposes a matching document such as Technical Project Proposal (TPP). All efforts must be made to ensure that the relevant provisions of the concerned TPP prepared for the project are identical to those in the signed Project Document. However, in the event of any discrepancies between this Project Document and a related GoB document (including, but not limited to, discrepancies in terms of financial provisions) the provisions in the signed Project Document are to be upheld.

The national implementing agency designated on the cover page to this Project Document shall carry out this project and accordingly will follow the accounting, financial reporting and auditing procedures set forth in the UNDP programming guidelines and GoB financial rules and regulation as applicable.

## **SECTION 7: TOLERANCE**

An overall stage tolerance of plus/minus 5% on approved stage budget and plus/minus 1 month per stage schedule will be allowed. If these tolerance levels exceeded, the PB will be immediately notified and corrective actions will be taken as directed.



## SECTION 8: ANNEXES

## Annex - I

## Risk Log

<i>Risk No.</i>	<i>Risk Description</i>	<i>Impact</i>	<i>Probability</i>	<i>Degree of Impact</i>	<i>Mitigation</i>	<i>Notes</i>
1 Political	Involvement of civil service officials in Election 2008 for electoral administration and management.	It may cause delay in project implementation.	M	M	The timeframe of AWP will be designed considering the impact of Election 2008.	
2 Operational	Delay in identifying the office space, recruitment and procurement.	Delay in project commencement	M	L	The existing project office will be used. Hr and procurement plan will be submitted in the beginning of the year	
3 Environmental	Natural disaster like flood, cyclone.	Sudden cancellation of programme activities and less resource delivery.	H	M	Alternatives will be identified and approved by concerned authority	
4 Institutional	Transfer of government officials and NPD Absence of relevant officials	Delay in project implementation Delay in achievement of results Less resource delivery	M	H	Implementing agency will take necessary actions to appoint NPD timely. Official order for leave substitute is expected to mitigate any risks.	
<i>Low- (L)</i> <i>Medium-(M)</i> <i>High- (H)</i>						



## Quality Log

Deliverable	Quality Criteria	Quality Method
1. Policy advice	1.1 Policy notes on Change management, HRM, performance appraisal 1.2 Citizens' Charter for selected institutions 1.3 Change Management initiatives in terms of HRM, performance appraisal	Timely preparation of policy notes Workshop reports Content development for citizens' Charter
2. Capacity Development	2.1 Need based course curricula 2.2 Faculty development of training institutions; 2.3 Knowledge networking 2.4 Training programme for PSC officials 2.5 Capacity development action plan	Piloting of capacity development programme at BCSAA Training programme Partnering with other institutions for learning
3. Awareness	3.1 Sensitization programme	Celebration of International days/production & dissemination of communication materials
5. Monitoring and evaluation	5.3 Monthly, quarterly and annual progress report. 5.3 Annual reports/knowledge products produced each year. 5.4 Annual Conferences organized to present reports/knowledge products.	Reports, knowledge products, conference reports



## ToR for NPD

- Assume overall responsibility for the successful execution and implementation of the project, and accountability to Government and UNDP for the proper and effective use of project resources.
- Ensure mechanisms of translating outputs of project interventions into articulation of policy implications and recommendations and feeding into government policy decision-making.
- Open and operate project bank account, and petty cash account as per approval of the Principal Accounting Officer of the designated Ministry (or other approving authority in other two organs of the State).
- Ensure that prior obligations and prerequisites of the Government to the project are met.
- Prepare, regularly update, and ensure the implementation of project Workplans consistent with the provisions of the Prodoc.
- Exercise overall technical, financial and administrative oversight of the project
- Ensure that the project outputs are produced as stipulated in the Prodoc, and the immediate objectives of the project are realized
- Ensure timely recruitment and supervision of project personnel.
- Ensure timely mobilisation of project inputs including subcontracts, equipment, training
- Ensure the project budget is regularly updated so that it reflects the current status of financial delivery and estimated requirements for the future quarters and years as accurately as possible.
- Ensure timely submission of required reports, including Inception Reports, Workplans, Progress Reports, Financial Reports, Annual Project Report (APR), and technical reports of consultants, study tour/training reports.
- Participate in monitoring, review and evaluation of the project and all other policy related meetings.
- Establish effective working relationships with UNDP, the relevant UN and other implementing agencies, and with other officials and entities with which the project must interact.
- Coordinate and maintain liaison with other development partners whose support is critical to achieving outcomes of the project intervention.



### TOR for Steering Committee

The Steering Committee will monitor the realisation of expected outcome in each programme component by managing interdependency of different projects that contribute to the realisation of the outcomes. The Steering Committee fulfils the role of advisory support to the project and is responsible for programme-level assurance. This Committee will ensure upstream policy direction of the project and coordinate inter-ministerial issues.

The major functions of the Outcome Board or the Steering Committee are as follows:

- Reviewing progress of the project and discuss policy implications;
- Recommends actions to reflect new policy directions in project implementation;
- Co-ordinate and resolve any inter-ministerial or cross-sector matters;
- Examining project issues if raised by the Project Board and approve/reject on the basis of the consultation with other members and stakeholders.

A handwritten signature and initials, possibly 'S. D. M.', written in black ink.

### TOR of Project Board

The Project Board is the key project management team of the project. The Project Board is the overall authority for the project and is responsible for its initiation, direction, review and implementation of project activities. The Project Board comprises National Project Director as the Executive, representatives from other relevant line ministries as the beneficiary and UNDP as the provider of the technical assistance. The major responsibilities of the Project Board are as follows:

- The Project Board will have monthly meeting over project issues and the Executive will approve the meeting minutes and share with all members;
- It will analyse the project progress against planned activities and approve the monthly progress report;
- Review quarterly and annual work plan, expenditure estimates and budget
- Approve quarterly financial expenditure report;
- Review budget and annual work plan revisions and obtain approval for any substantive revisions
- Ensure compliance with implementation guidelines;
- Ensure that project results are delivered and that objectives are achieved.
- It will obtain feedback from beneficiaries and recommend suggestions to the Steering Committee meeting in order to ensure successful implementation of the project;
- It will demonstrate the gender equality and human rights in all its functions and project implementations.



BGD/07/010 - Civil Service Change Management Programme  
Budget Sheet for 2008 - 2012

Annex VI

ATLAS Project ID: 00059416

Description	Atlas A/C	Fund	Dept	Imp. Agency	Donor	W/M	Total (in US\$)	W/M	2008	W/M	2009	W/M	2010	W/M	2011	W/M	2012	
<b>International Expert</b>																		
Project Manager	71200	04000	39204	001363	00012	57.0	570,000	9.0	90,000	12.0	120,000	12.0	120,000	12.0	120,000	12.0	120,000	12.0
Change Management Expert	71200	04000	39204	001360	00012	51.0	408,000	9.0	72,000	12.0	96,000	12.0	96,000	12.0	96,000	12.0	96,000	12.0
Human Resource Expert	71200	04000	39204	001360	00012	17.0	100,000	5.0	40,000	4.0	20,000	4.0	20,000	4.0	20,000	4.0	20,000	4.0
Anti Corruption Expert (2)	71200	04000	39204	001360	00012	17.0	136,000	1.0	8,000	4.0	32,000	6.0	48,000	6.0	48,000	6.0	48,000	6.0
Legal Expert (Civil Service Act)	71200	04000	39204	001360	00012	15.0	120,000	6.0	48,000	-	-	-	48,000	3.0	24,000	-	-	-
Evaluation Mission Members (2)	71200	04000	39204	001360	00012	2.0	20,000	-	-	-	-	-	20,000	2.0	20,000	-	-	-
Training Impact Analyst	71200	04000	39204	001360	00012	12.0	96,000	-	-	6.0	48,000	3.0	24,000	3.0	24,000	-	-	-
Conference Resource Expert (2)	71200	04000	39204	001360	00012	9.0	90,000	2.0	12,000	2.0	20,000	2.0	20,000	2.0	20,000	2.0	20,000	2.0
Unspecified Experts/Consultants	71200	04000	39204	001360	00012	295.0	1,552,000	148.0	280,000	40.0	336,000	45.0	376,000	42.0	352,000	21.0	208,000	208,000
<b>Sub-Total</b>																		
<b>Project Professional Personnel</b>																		
Project Officer	71300	04000	39204	001360	00012	60.0	75,000	12.0	15,000	12.0	15,000	12.0	15,000	12.0	15,000	12.0	15,000	12.0
Training Specialist	71300	04000	39204	001360	00012	30.0	25,080	6.0	5,020	6.0	5,020	6.0	5,020	6.0	5,020	6.0	5,020	6.0
Workshop Facilitator	71300	04000	39204	001360	00012	20.0	16,700	4.0	3,350	4.0	3,350	4.0	3,350	4.0	3,350	4.0	3,350	4.0
Public Administration Expert	71300	04000	39204	001360	00012	14.0	11,714	2.0	1,675	3.0	2,513	3.0	2,500	3.0	2,513	3.0	2,513	3.0
Conference Resource Expert (2)	71300	04000	39204	001360	00012	10.0	8,580	2.0	1,676	2.0	1,676	2.0	1,676	2.0	1,676	2.0	1,676	2.0
Training Impact Analyst	71300	04000	39204	001360	00012	3.0	25,120	6.0	5,030	6.0	5,030	6.0	5,030	6.0	5,030	6.0	5,030	6.0
Evaluation Mission Member	71300	04000	39204	001360	00012	3.0	2,515	-	-	0	-	-	-	-	-	3.0	2,515	-
Communication Manager	71300	04000	39204	001360	00012	57.0	47,710	9.0	7,542	12.0	10,956	12.0	10,956	12.0	10,956	12.0	10,956	12.0
Anti Corruption Expert	71300	04000	39204	001360	00012	15.0	12,556	3.0	2,514	3.0	2,514	3.0	2,514	3.0	2,514	3.0	2,514	3.0
Unspecified Consultants/Experts	71300	04000	39204	001360	00012	390.0	269,975	195.0	46,807	48.0	55,359	48.0	54,976	48.0	55,159	51.0	57,674	57,674
<b>Sub-Total</b>																		
<b>Admin Support Staff</b>																		
Project Associate	71400	04000	39204	001360	00012	60.0	34,050	12.0	6,810	12.0	6,810	12.0	6,810	12.0	6,810	12.0	6,810	12.0
Project Assistant	71400	04000	39204	001360	00012	60.0	28,625	12.0	5,725	12.0	5,725	12.0	5,725	12.0	5,725	12.0	5,725	12.0
Admin. Finance Assistant	71400	04000	39204	001360	00012	58.0	27,671	10.0	4,771	12.0	5,725	12.0	5,725	12.0	5,725	12.0	5,725	12.0
Training Associate	71400	04000	39204	001360	00012	57.0	27,194	9.0	4,294	12.0	5,725	12.0	5,725	12.0	5,725	12.0	5,725	12.0
IT Assistant	71400	04000	39204	001360	00012	57.0	27,194	9.0	4,294	12.0	5,725	12.0	5,725	12.0	5,725	12.0	5,725	12.0
Office Assistant	71400	04000	39204	001360	00012	60.0	21,175	12.0	4,235	12.0	4,235	12.0	4,235	12.0	4,235	12.0	4,235	12.0
Driver (2)	71400	04000	39204	001360	00012	114.0	30,576	18.0	4,828	24.0	6,437	24.0	6,437	24.0	6,437	24.0	6,437	24.0
Unspecified Support Staff	71400	04000	39204	001360	00012	768.0	34,957	384.0	34,957	96.0	48,000	96.0	48,000	96.0	48,000	96.0	48,000	96.0
<b>Sub-Total</b>																		
<b>Subcontract</b>																		
Event Management	72100	04000	39204	001360	00012		111,000		20,000		25,000		22,000		22,000		22,000	
Printing of Knowledge Products	72100	04000	39204	001360	00012		120,000		20,000		25,000		25,000		25,000		25,000	
Workshop Launching	72100	04000	39204	001360	00012		60,000		20,000		10,000		10,000		10,000		10,000	
News Paper Supplement	72100	04000	39204	001360	00012		42,000		10,000		8,000		8,000		8,000		8,000	
Communication Materials Printing	72100	04000	39204	001360	00012		408,000		15,000		15,000		15,000		15,000		15,000	
<b>Sub-Total</b>							408,000		85,000		83,000		80,000		80,000		80,000	
<b>Equipment (Expendable)</b>																		
Office Supply Stationery	72200	04000	39204	001360	00012		55,000		20,000		10,000		10,000		10,000		10,000	
Office Furniture	72200	04000	39204	001360	00012		112,000		40,000		40,000		20,000		20,000		20,000	
Training Materials	72200	04000	39204	001360	00012		60,000		15,000		15,000		15,000		15,000		15,000	
Rental (Vehicle/Equipment)	72200	04000	39204	001360	00012		180,000		30,000		40,000		40,000		40,000		40,000	
<b>Sub-Total</b>							417,000		105,000		105,000		85,000		70,000		52,000	
<b>Non Expendable Equipments</b>																		
Computers Printers Accessories	72400	04000	39204	001360	00012		120,000		40,000		40,000		20,000		20,000		20,000	
Multi-Media Projector	72400	04000	39204	001360	00012		100,000		15,000		10,000		10,000		10,000		10,000	
Vehicle (2)	72400	04000	39204	001360	00012		100,000		100,000		100,000		100,000		100,000		100,000	
Database Software	72400	04000	39204	001360	00012		105,000		30,000		15,000		20,000		20,000		20,000	

EGD/07/010 - Civil Service Change Management Programme  
Budget Sheet for 2008 - 2012

Annex VI

ATLAS Project ID: 00659416

Description	Atlas A/C	Fund	Dept	Imp.Agency	Donor	W/M	Total (in US\$)	W/M	2008	W/M	2009	W/M	2010	W/M	2011	W/M	2012	
Conditioner (Split Type 24000 BTU): 6 Units	72400	04000	39204	001360	00012		40,000		40,000									
Photocopier	72400	04000	39204	001360	00012		35,000		15,000		20,000							
Digital Scanner	72400	04000	39204	001360	00012		16,000		10,000		6,000							
Operational & Maintenance	72400	04000	39204	001360	00012		209,008		30,000		46,700		47,308		45,000			40,000
<b>Sub-Total</b>							<b>650,008</b>		<b>280,000</b>		<b>137,700</b>		<b>87,308</b>		<b>85,000</b>			<b>60,000</b>
Office Space Rental & Maintenance	73100	04000	39204	001360	00012		256,200		45,600		45,600		55,600		55,600			55,600
<b>Sub-Total</b>							<b>256,200</b>		<b>45,600</b>		<b>45,600</b>		<b>55,600</b>		<b>55,600</b>			<b>55,600</b>
<b>Learning/Workshop/Meetings</b>																		
Divisional & District Workshops/Trainings (12)	63400	04000	39204	001360	00012		160,000		40,000		30,000		30,000		30,000			30,000
Uptasia Level Training (12)	63400	04000	39204	001360	00012		52,000		12,000		10,000		10,000		10,000			10,000
National Conference (8)	63400	04000	39204	001360	00012		150,000		20,000		30,000		30,000		35,000			35,000
International Conference (4)	63400	04000	39204	001360	00012		160,000				40,000		40,000		40,000			40,000
Global Forum Participation (5)	63400	04000	39204	001360	00012		120,000		20,000		25,000		25,000		25,000			25,000
Knowledge Management Event (4)	63400	04000	39204	001360	00012		40,000		10,000		10,000		10,000		10,000			10,000
Training Needs Assessment Workshop (6)	63400	04000	39204	001360	00012		120,000		20,000		25,000		25,000		25,000			25,000
HRM Policy Workshop (6)	63400	04000	39204	001360	00012		65,000		15,000		20,000		20,000		20,000			20,000
Experiential Learning Event (5)	63400	04000	39204	001360	00012		45,000		10,000		10,000		10,000		10,000			10,000
Workshop on Citizens' Charter (4)	63400	04000	39204	001360	00012		38,000				10,000		10,000		10,000			10,000
Country Consultation Workshop (6)	63400	04000	39204	001360	00012		35,000		10,000		10,000		10,000		10,000			10,000
Ethics & Integrity Workshop (4)	63400	04000	39204	001360	00012		48,000		12,000		12,000		12,000		12,000			12,000
Training for PSC Officials (4)	63400	04000	39204	001360	00012		20,000		5,000		5,000		5,000		5,000			5,000
Duty Travel (National)	63400	04000	39204	001360	00012		58,000		12,000		12,000		12,000		12,000			10,000
Duty Travel (International)	63400	04000	39204	001360	00012		305,000		50,000		90,000		70,000		50,000			45,000
Unspecified Workshops/Seminars	63400	04000	39204	001360	00012		272,500		46,900		83,900		53,900		53,900			53,900
<b>Sub-Total</b>							<b>1,688,500</b>		<b>282,900</b>		<b>402,900</b>		<b>372,900</b>		<b>342,900</b>			<b>286,900</b>
<b>Miscellaneous</b>																		
Reporting	74500	04000	39204	001360	00012		45,000		5,000		10,000		10,000		10,000			10,000
Sundries	74500	04000	39204	001360	00012		66,736		19,736		15,000		15,000		15,000			15,000
ISS Fees	74500	04000	39204	001360	00012		111,624		15,000		25,000		25,000		24,624			22,000
<b>Sub-Total</b>							<b>223,360</b>		<b>39,736</b>		<b>50,000</b>		<b>47,000</b>		<b>44,624</b>			<b>42,000</b>
<b>Grand Total</b>							<b>727.0</b>		<b>1,200,000</b>		<b>1,215,559</b>		<b>1,158,784</b>		<b>1,084,683</b>			<b>841,574</b>
<b>Grand-total: US\$ 5,500,000</b>																		



LOGICAL FRAMEWORK  
FOR

Annex VII

CIVIL SERVICE CHANGE MANAGEMENT PROGRAMME

Area	Intervention Logic	Objectively verifiable indicators of achievement	Sources and means of verification	Assumption
Overall Objectives	The Human rights of children, women and vulnerable groups are progressively fulfilled within the foundations of strengthened democratic governance (UNDAF Outcome 1)	The quality of people's participation on the existing governance processes and mechanisms	<ul style="list-style-type: none"> <li>• UNDAF Evaluation</li> </ul>	
Specific objectives (Purpose)	<ol style="list-style-type: none"> <li>1. To support the development of sustainable political will and government commitment to desired reforms in the civil service.</li> <li>2. To support management and monitoring of "Organizational performance" (of pilot organizations) in the civil service of Bangladesh, including "service delivery" and "integrity".</li> <li>3. To provide technical assistance to the capacity development initiatives of the Public Service Commission.</li> <li>4. To assist experiential learning and professional development opportunities in the civil service training institutes.</li> <li>5. To build partnership in mainstreaming anti-corruption and ethics in civil service.</li> </ol>	<ul style="list-style-type: none"> <li>➤ Development of sustainable support to desired reforms in the civil service</li> <li>➤ Improvement in integrated human resource management systems in the civil service</li> <li>➤ Development of organizational performance management strategy inclusive of e-governance</li> <li>➤ Development of experiential learning and professional development opportunities in the public sector training institutions</li> <li>➤ Partnership in fighting corruption</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluation report</li> <li>• Media reports</li> <li>• NGO/civil society assessments and perception surveys</li> </ul>	<ul style="list-style-type: none"> <li>• Commitment of the GoB to reform in the civil service</li> <li>• Sustainable political will</li> <li>• Good coordination between stakeholders</li> <li>• Conducive political environment</li> <li>• No massive natural disaster</li> <li>• No major social crisis</li> </ul>

Area	Intervention Logic	Objectively verifiable indicators of achievement	Sources and means of verification	Assumption
Expected results	Public administration made efficient, transparent, accountable, effective, responsive and gender sensitive	<ul style="list-style-type: none"> <li>➤ Civil service change management policies are in place.</li> <li>➤ An integrated Human Resources management policy in Bangladesh civil service is in place.</li> <li>➤ Performance of government institutions enhanced through effective service delivery.</li> <li>➤ Capacity of MoE as an agency of civil service personnel management enhanced.</li> <li>➤ Capacity development programme for the PSC is in place.</li> <li>➤ Training institutions are capable to provide need-based experiential learning to their clients.</li> <li>➤ Partnership built between government and CSOs in combating corruption.</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly progress report</li> <li>• Annual activity report</li> <li>• Final project report</li> </ul>	<ul style="list-style-type: none"> <li>• Active participation of the Government and all stakeholders</li> <li>• Active participation of concerned government officials</li> <li>• Recruitment of competent personnel</li> <li>• Conducive political and social environment</li> <li>• No major natural disaster</li> <li>• Timely resource disbursement</li> <li>• Availability of experts with in the relevant areas.</li> </ul>



## List of activities

Activities	Costs (US\$)	Means
<p><b>1. Formulating Civil service change management policies.</b></p> <p>1.1 Organize divisional and district level workshops on managing change in the civil service;</p> <p>1.2 Organize 'change management' workshops for graduate-level certificate/diploma programme in partnership with CSOs;</p> <p>1.3 Provide guidelines to line ministries in appointing a 'change management' focal point;</p> <p>1.4 Select ministry/departments and pilot change management initiatives;</p> <p>1.5 Prepare monitoring report on selected institution(s) undertaken change management activities;</p> <p>1.6 Support that particular institution in organizing a dissemination workshop on achieved results;</p> <p>1.7 Prepare a policy note on formation of high level body/task force to oversee the change management process in the civil service;</p> <p>1.8 Submit the policy note to government for its considerations;</p>	0.5 million	<p><b>1. Human resources</b></p> <p>1.1 National technical staff</p> <p>1.2 Administrative/support staff</p> <p>1.3. International experts</p>
<p><b>2. Formulating integrated Human Resources management policy in Bangladesh civil service.</b></p> <p>2.1 Organize a series of workshops on integrating HRM policies in the civil service of Bangladesh</p> <p>2.2 Review the existing policy framework on placement, promotion, performance appraisal and career planning policies.</p> <p>2.3 Draft policy papers on the issues mentioned above;</p> <p>2.4 Organize dissemination workshop on each of the draft policy papers;</p> <p>2.5 Assist the Ministry of establishment in drafting the civil service act/rules/regulations;</p> <p>2.6 Finalize the draft policies and submit to government for its considerations;</p> <p>2.7 Prepare a detailed action plan for integrated HRM system in civil service;</p> <p>2.8 Provide technical assistance to implementation process;</p>	0.4 million	<p><b>2. Travel</b></p> <p>2.1 Local travel</p> <p>2.2 International travel</p>
<p><b>3. Enhancing performance of government institutions in service delivery</b></p> <p>3.1 Provide technical expertise on the government's initiatives on preparing 'Citizens Charter' for all ministries/departments;</p> <p>3.2 Develop Citizens' Charter contents for selected ministry/departments;</p> <p>3.3 Establish monitoring and evaluation unit to monitor service delivery, performance and integrity in selected ministry/departments;</p> <p>3.4 Conduct divisional/district level workshops on e-citizen service delivery;</p> <p>3.5 Develop e-citizen service delivery system in selected ministry/departments.</p>	0.4 million	<p><b>3. Equipment and supplies</b></p> <p>3.1 Purchase and rent of vehicles</p> <p>3.2 Furniture and equipment</p> <p><b>4. Others</b></p> <p>4.1 Office rent</p>



Activities	Costs (US\$)	Means
<p><b>4. Enhancing capacity of MoE</b></p> <p>4.1 Prepare a policy note on formation of Taskforce to oversee capacity development programme in MoE;</p> <p>4.2 Organize stakeholder workshop on developing Mission, Vision and Values for MoE;</p> <p>4.3 Develop Mission, Vision and Values for MoE</p> <p>4.4 Assess the functional and operational needs and capacity of the Career Planning wing of the MoE;</p> <p>4.5 Review the MoE policy on gender mainstreaming in civil service career planning;</p> <p>4.6 Assess the needs and capacity of MoE in managing personnel records and information through use of ICT;</p> <p>4.7 Develop an action plan for improving the capacity of MoE in managing personnel records/ information and career planning;</p> <p>4.8 Provide technical assistance to MoE for implementing the action plan;</p> <p>4.9 Provide technical assistance to MoE on preparing country paper on innovations/best practices in civil service &amp; celebrate International Public Service Day;</p> <p>4.10 Assist ministries/departments in participating Global Forum on Reinventing Government;</p>	1.6 million	
<p><b>5. Capacity development programme for the PSC.</b></p> <p>5.1 Assess the training needs of the PSC officials;</p> <p>5.2 Develop a training plan and submit it to PSC for its considerations;</p> <p>5.3 Provide technical assistance to PSC in organizing learning workshops/training programmes for PSC officials;</p> <p>5.4 Assess the capacity of PSC in managing on line information on departmental examinations for in-service civil service officials;</p> <p>5.5 Prepare an integrated Action Plan for PSC for undertaking organizational and professional capacity development programmes;</p> <p>5.6 Provide technical assistance to PSC for implementing the Action Plan.</p>	0.3 million	
<p><b>6. Capacity development of training institutions to provide need-based experiential learning to their clients</b></p> <p>6.1 Incubate capacity development activities in BCSAA for piloting;</p> <p>6.2 Review the National Training Policy/PATP;</p> <p>6.3 Develop updated training policies on professional development and career long learning;</p> <p>6.4 Assess the training needs for faculty development at BCSAA;</p> <p>6.5 Develop Mission, Vision and Values for BCSAA for transforming towards a professional learning organizations;</p> <p>6.6 Develop an action plan on professional learning and faculty development of BCSAA;</p> <p>6.7 Provide technical support to BCSAA in implementing the Action Plan;</p> <p>6.8 Review and redesign the course curricula of "Law and Administration Course" with a strategy to address roles and responsibility;</p> <p>6.9 Provide technical expertise in redesigning the BPATC in implementing institutional development plan;</p>	1.5 million	



Activities	Costs (US\$)	Means
6.10 Partner with international/UN learning organizations for experiential learning; 6.11 Provide on line certificate courses for best performers/faculty members in the training courses.		
<b>7. Build partnership between government and CSOs in combating corruption.</b>	0.3 million	
7.1 Prepare a policy note on mainstreaming ethics and anti-corruption in civil service reform initiatives; 7.2 Conduct research and trend analysis on public perception study; 7.3 Conduct international conferences on anti-corruption and civil service reform; 7.4 Facilitate TV talk show, radio/TV spots/media briefing, etc. 7.5 Provide support to ACC/CSOs in observing International Anti-corruption Day		

