

# সংস্কার উদ্যোগ বাস্তবায়ন কর্মপরিকল্পনা - সউবাক

(Reform Initiative Implementation  
Action Plan - RIIAP)

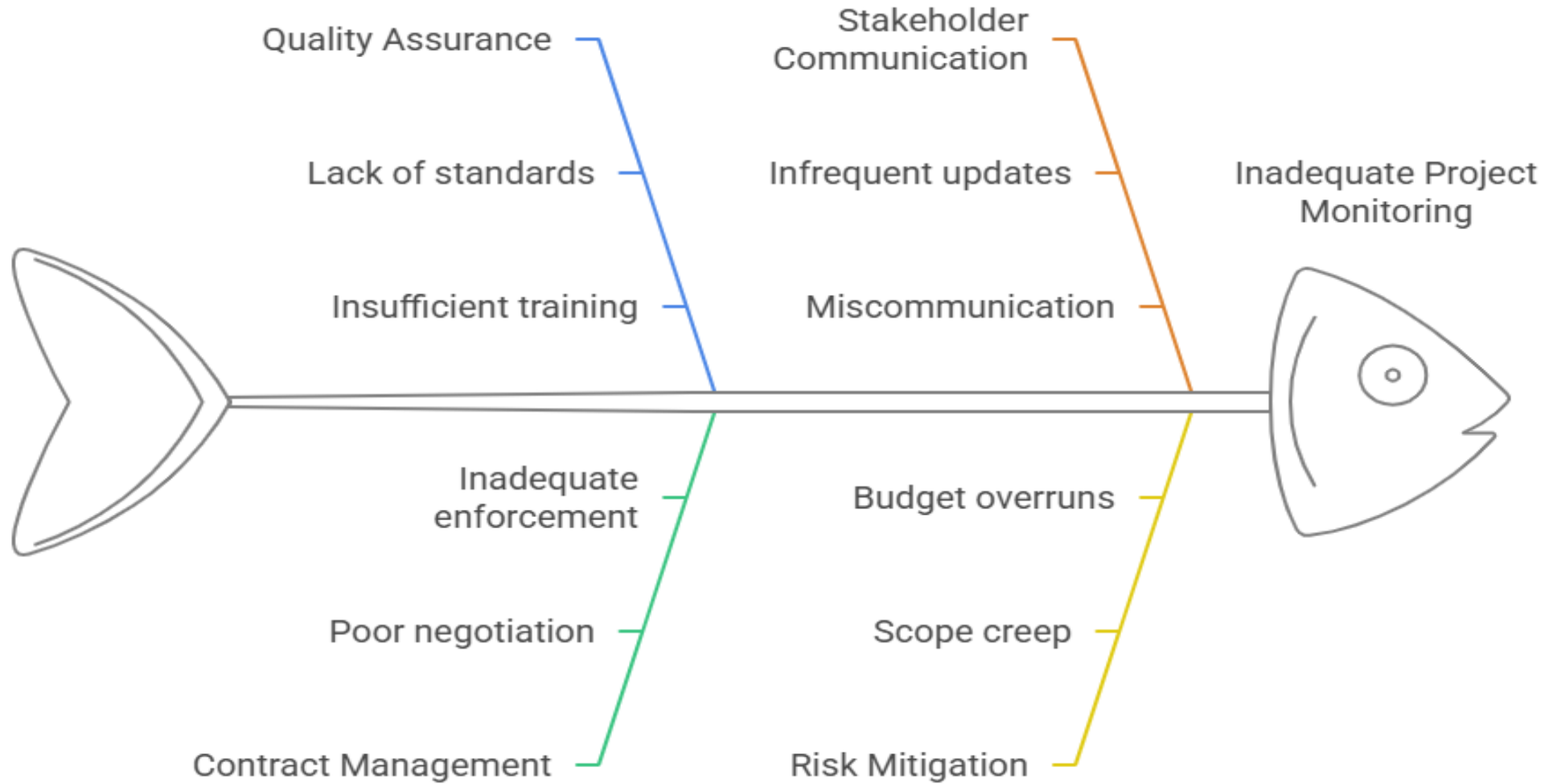
Monitoring Guidelines for the Matarbari Port Development  
Project (MPDP).

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

# ১. গভর্নেন্স সমস্যার বর্ণনা (Problem Identification)

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

# Improving Project Outcomes in Bangladesh



## Consequences of Inadequate Project Monitoring

### Lack of Monitoring Framework

Absence of a structured monitoring system

### Difficulty Tracking Changes

Challenges in managing project scope changes

### Scope Creep

Gradual expansion of project beyond original boundaries

### Budget Overruns

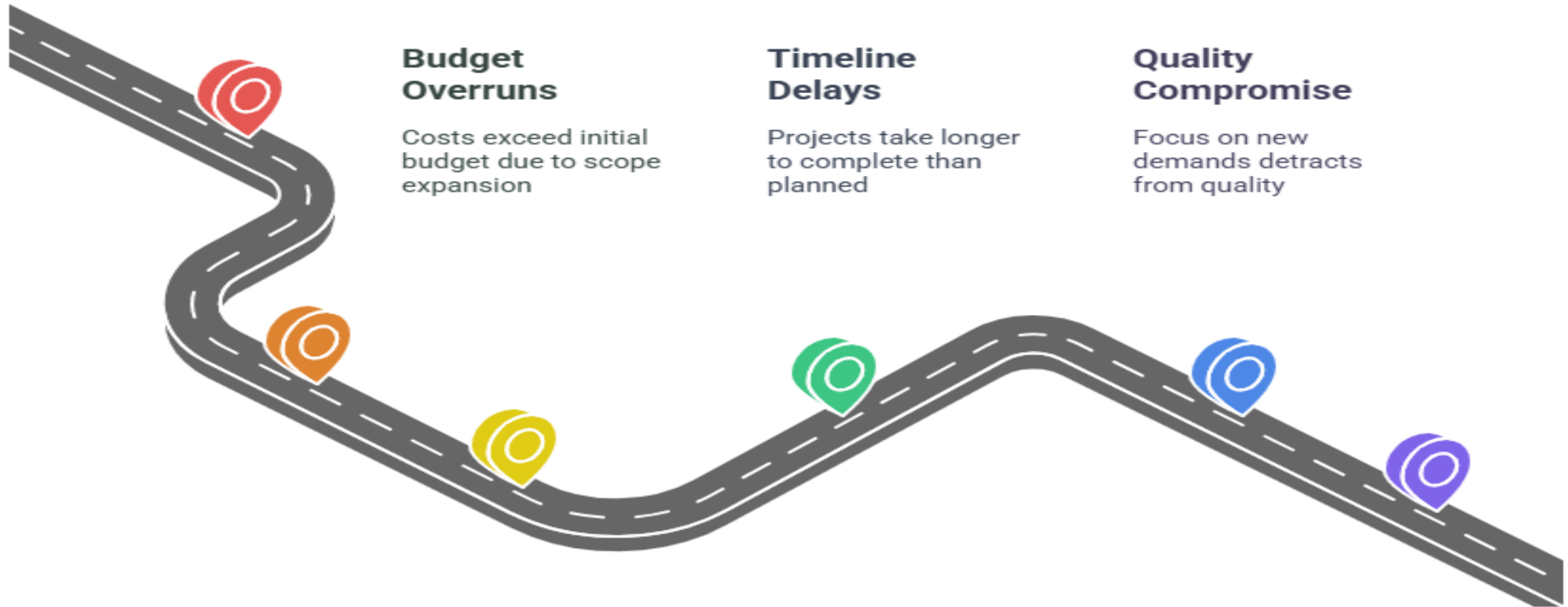
Costs exceed initial budget due to scope expansion

### Timeline Delays

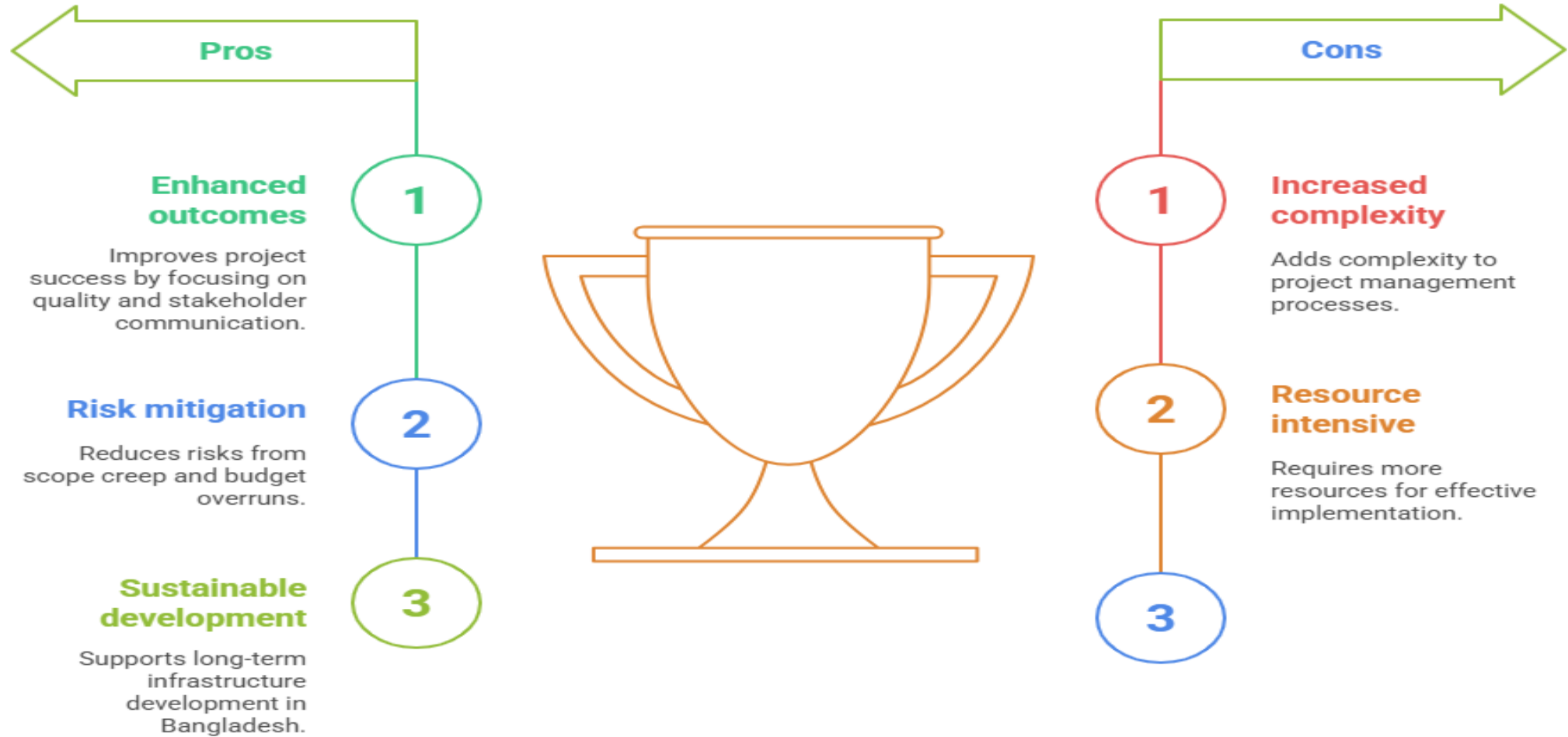
Projects take longer to complete than planned

### Quality Compromise

Focus on new demands detracts from quality



# Comprehensive project monitoring

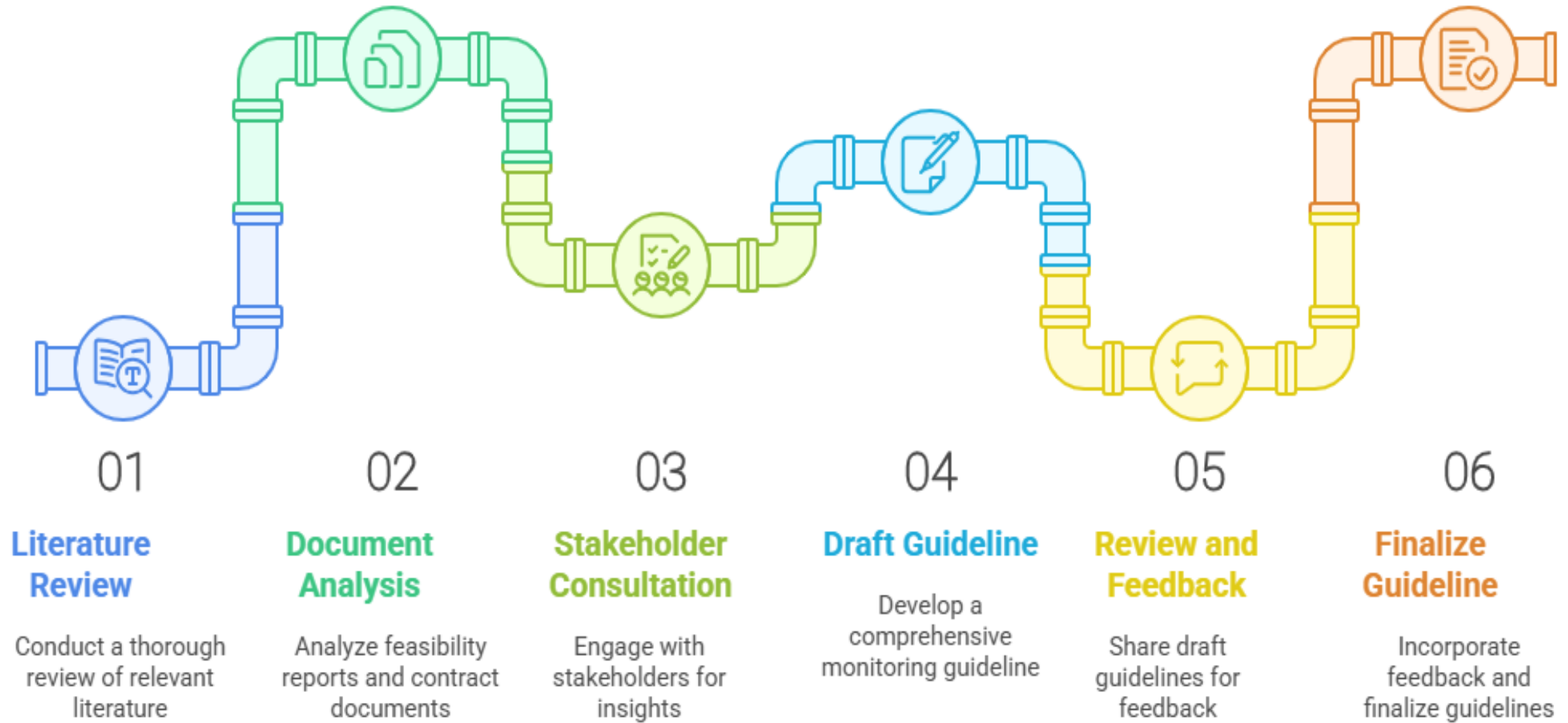


## ২. সংস্কার উদ্যোগের বর্ণনা (Wayout & Result)

### Action Plan

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

## Civil Works Monitoring Process



# ৩. সংস্কার উদ্যোগের প্রস্তাবিত পরিসংখ্যান

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

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

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

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

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

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

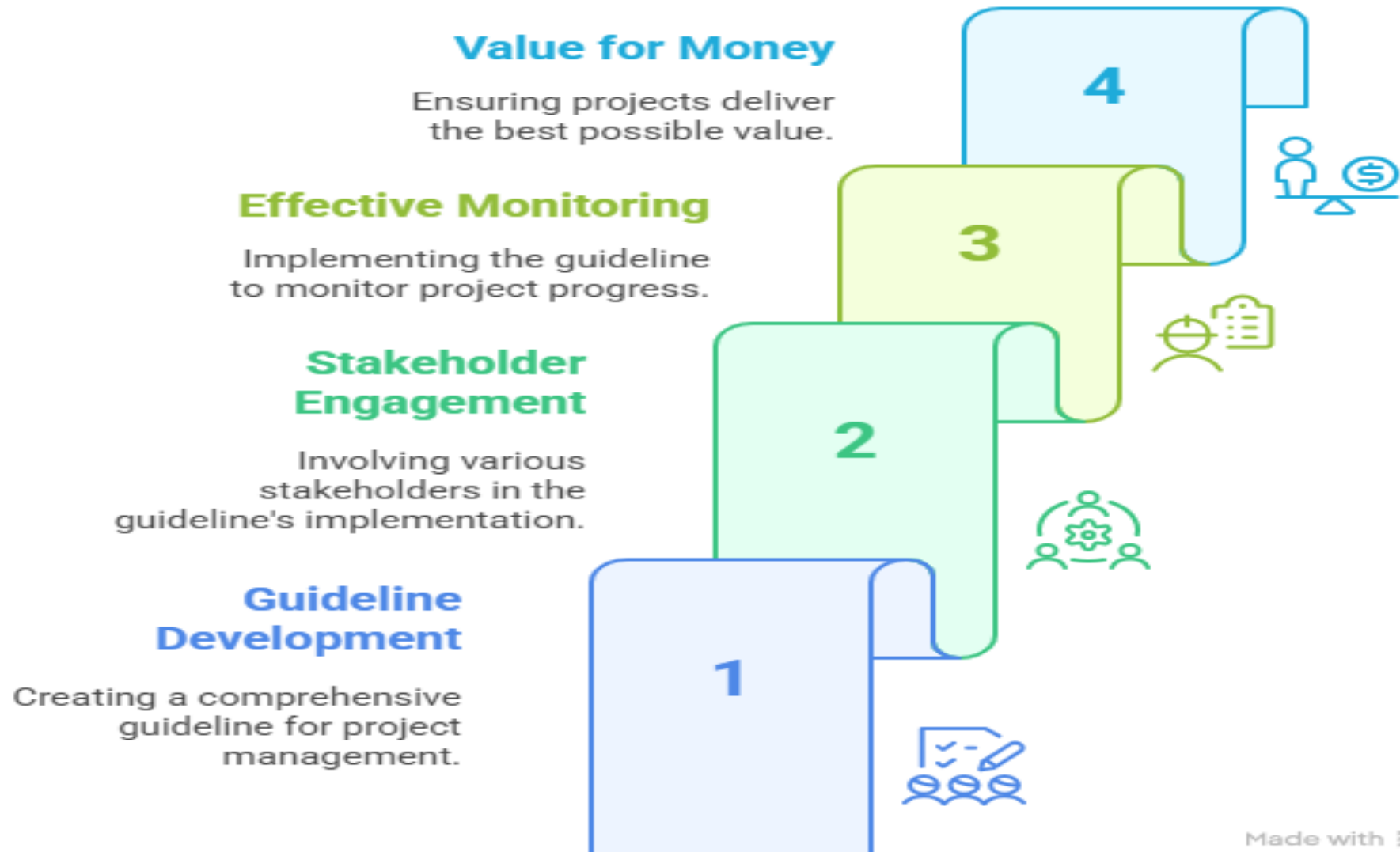


# ৩. সংস্কার উদ্যোগের প্রস্তাবিত পরিসংখ্যান

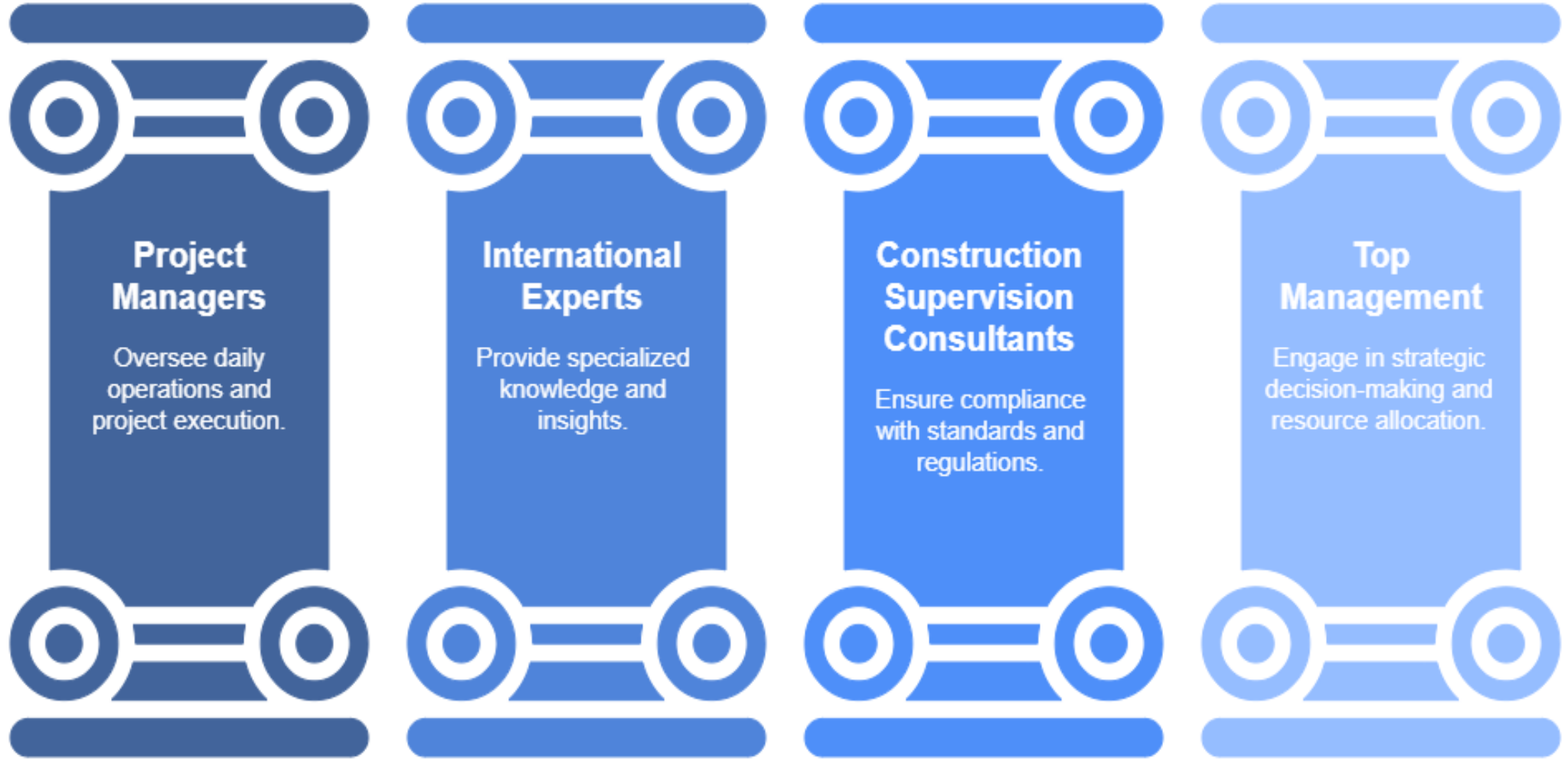
(ঙ) পাইলটিং এর ফলে কতজন ব্যক্তির কী উপকার হবে এবং কী পরিমাণ অর্থের সাশ্রয় হবে?

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

# Enhancing Project Management Setup



# Project Management Roles



# Achieving Project Success

## Collective Effort

Foster collaboration among stakeholders for unified success.

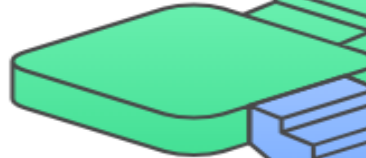
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## Improve Efficiency

Streamline processes to reduce waste and increase productivity.

2



## Benefit Community

Deliver positive impacts to the wider community through project results.

5



## Achieve Better Outcomes

Realize the intended goals and objectives of the project.

3



## Enhance Monitoring

Improve oversight and tracking of project progress.

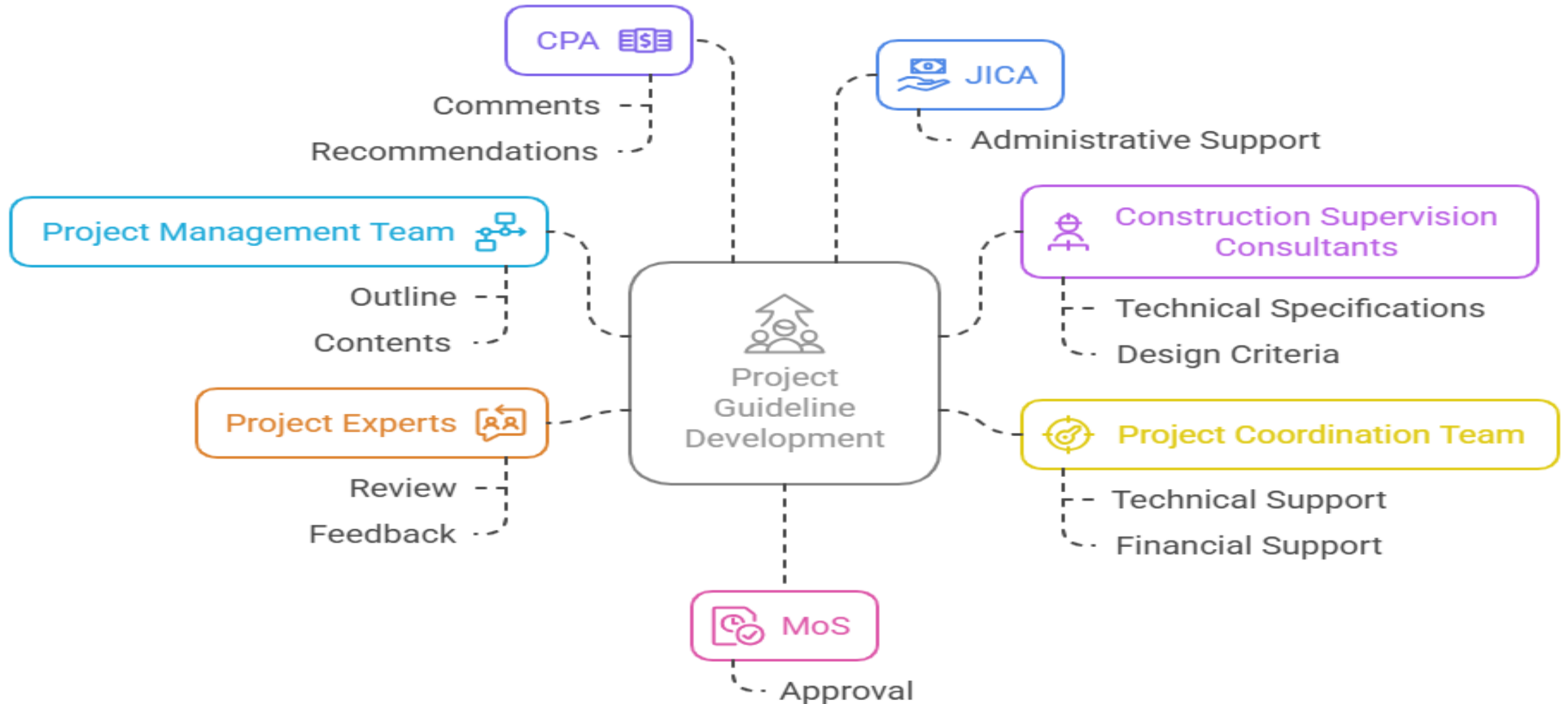
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# সম্পৃক্ত হবেন এবং তাদেরকে কীভাবে কাজে লাগানো যাবে? (Stakeholder Analysis & their Management)

| Sl. No. | Stakeholders   | Roles / Expectations   | Remarks                      |
|---------|--|--|------------------------------|
| 1.      | Project Management Team of MPDP  | Outline and contents of the Guideline  | PIU                          |
| 2.      | Construction Supervision Consultants of the Project (MPCT)                     | Technical Support (major specifications, design criteria & standards, and Testing requirements etc.) and Draft a Guideline | Technical Assistance of JICA |
| 3.      | Project Coordination Team of JICA (MPDPCT)                                     | Technical and financial Support for drafting a Standard Guideline  | Technical Assistance of JICA |
| 4.      | JICA   | Administrative support for the Guideline   | Development Partner          |
| 5.      | Project Experts/ PDs of similar projects/Experts, Professionals & Academicians | Review, feedback and comments  | Third Party                  |
| 6.      | CPA  | Comments and Recommendations   | Executing Agency             |
| 7.      | MoS  | Approval   | Initiative Ministry          |

# Stakeholder Roles in Project Guideline Development



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

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

# ৬. সংস্কার উদ্যোগে সফলভাবে বাস্তবায়নের গুরুত্বপূর্ণ কার্যক্রম

(Details of Activities)

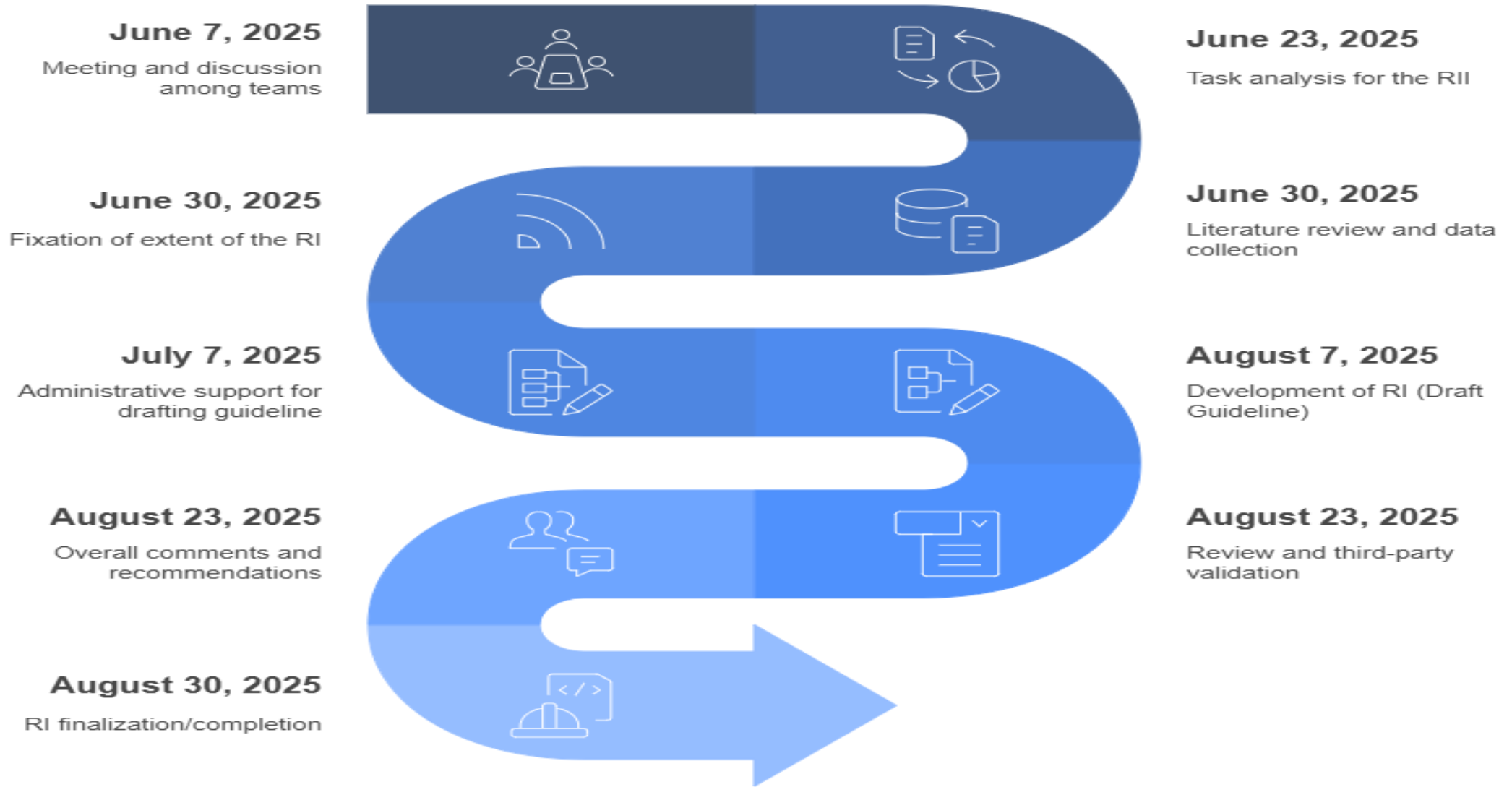
| Sl. No. | Activities   | Responsibility   | Timeline              | Role /Remarks                         |
|---------|--|--|-----------------------|---------------------------------------|
| 1.      | Meeting and discussion among the Project Management Team, Project Supervision Consultant Team (MPCT)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



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

| Sl. No. | Activities  | Responsibility   | Timeline              | Role/ Remarks                       |
|---------|---|--|-----------------------|-------------------------------------|
| 5.      | Provide Administrative Support for drafting a Standard Guideline for Civil Works Monitoring   | JICA   | 1 week,<br>07 July25  | Administrative Approval             |
| 6.      | Provide Technical and Logistic Support (major specifications, design criteria & standards, and Testing requirements etc.) and Draft a Guideline | Construction Supervision Consultant Team(MPCT) and Project Coordination Team of JICA (MPDPCT)                  | 5 weeks,<br>07 Aug25  | Development of RI (Draft Guideline) |
| 7.      | Review, Feedback and Comments for improvement, comprehensiveness and ease of implementation   | Project Management Team, Team Leader of MPCT, PDs of similar Projects, Relevant Professionals and Academicians | 2 weeks,<br>23 Aug 25 | Review and Third Party Validation   |
| 8.      | Overall Comments and Recommendations  | Chairman, CPA  | 1 week,<br>23 Aug 25  | Recommendation                      |
| 9.      | Approval  | Sr. Secretary, MoS   | 1 week,<br>30 Aug,25  | RI Finalization/ Completion         |

# Project Management Timeline for Reform Initiation



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

## Sustainability Strategies:

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

# Building a Robust Sustainability Framework

