

Reform Initiative Implementation Action Plan - RIIAP)

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Designation: Additional Secretary

Working Place: Ministry of Railways

Roll No : 115

Thematic Group: Transparent, Efficient & Effective Offices

Problem Identification

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

Piloting of the Reform Initiative(RI)

- a) Title of the initiative : **Codification of Lesson Learning of Padma Rail Link Project.**
- b) Piloting to be implemented in the Ministry of Railways
- c)
 - Projects are large and complex
 - Implemented with foreign loan
 - Various Bidding Method : DPM, LTM, Open
 - Various Development Partner : ADB, WB, JICA, LOC, EIB, EDCF , Chinese G to G
 - Follow FIDIC contract
 - Contracted value contains construction cost + PS + Price Adjustment

+ Physical Contingency (Different from DPP's contingencies)

 - Cost and Time overrun are natural phenomena.
- d) Piloting Start Date : 15 May 2025 and Completion Date: 5 August 2025
- e) Project Directors, Executing Agencies, Sponsoring Ministries/Divisions, Planning Commission & ERD will be benefitted. Development expenditure will be reduced.

Stakeholder Identification, Analysis & Engagement

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

6. Action Plan:

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

Strategic Recommendations

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