

The Government of the People’s Republic of Bangladesh

Bangladesh Bureau of Statistics (BBS),
National Board of Revenue (NBR),
Planning Division (PD),
Bangladesh Public Procurement Authority (BPPA),
Office of Comptroller and Auditor General (OCAG)

Strengthening Institutions for Transparency and Accountability
(SITA) (P506691)

Draft

Stakeholder Engagement Plan (SEP)

Appraisal Version

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1. Introduction/Project Description

This Stakeholder’s Engagement Plan (SEP) is prepared for “Strengthening Institutions for Transparency and Accountability (SITA)” financed by World Bank and implemented by five Implementing Agencies(IAs): Bangladesh Bureau of Statistics (BBS) under ministry of Planning, National Board of Revenue (NBR) under ministry of Finance, Planning Division (PD) under ministry of Planning, Bangladesh Public Procurement Authority (BPPA) under Ministry of Planning, Office of Comptroller and Auditor General (OCAG) under Finance Division of Ministry of Finance.

The location of the project is all over Bangladesh. SITA aims to enhance access to reliable public statistics, increase tax compliance and improve efficiency and accountability of public spending.

The SITA comprises the following components: Component 1: Statistical Capacity Enhancement and Modernization (SCEM) for Evidence-Based Policy and Public Investments Located in Dhaka, Bangladesh, this component focuses on enhancing the Bangladesh Bureau of Statistics (BBS) to modernize data systems for evidence-based policymaking. It includes Subcomponent 1.1: Building an Integrated National Data Ecosystem to establish a robust data-sharing platform across government agencies, ensuring accessibility and interoperability. Subcomponent 1.2: Modernizing Physical and Statistical Infrastructure aims to upgrade statistical infrastructure, improve ICT systems, and support digitization. Subcomponent 1.3: Improving Data Production, ICT Infrastructure, and Management Systems will strengthen data quality and coverage, including gender and climate data. Subcomponent 1.4: Strengthening Institutional Capabilities and Professionalism of NSS Staff focuses on workforce development for digital data expertise. Lastly, Subcomponent 1.5: Promoting Data Dissemination and Use for Evidence-Based Policymaking and Efficient Service Delivery will enhance data transparency and establish digital platforms for public access.

Component 2: Domestic Revenue Mobilization for Sustainable Public Sector Financing

This component, implemented under the National Board of Revenue (NBR) in Dhaka, Bangladesh, aims to modernize tax administration and improve revenue mobilization. Subcomponent 2.1: Enabling Design and Implementation of Tax Reforms will focus on policy analysis, compliance risk management, and tax expenditure assessment. Subcomponent 2.2: Modernization of Tax Administration and Expansion of Taxpayer Services will drive full automation of income tax and VAT processes, strengthen IT systems, and enhance taxpayer services, including an automated call center. Additionally, interoperability between tax platforms like ASYCUDA, IVAS, and iBAS++ will be improved to ensure seamless tax administration and better revenue collection.

Component 3: Expenditure Efficiency and Transparency for Accountable and Improved Service Delivery

Located in multiple government offices, including the Planning Division, BPPA, and OCAG in Dhaka, Bangladesh, this component strengthens project planning, procurement, and financial oversight. Subcomponent 3.1: Public Investment Preparation and Implementation includes Subcomponent 3.1.1: Strengthening IT Systems and Data Analytics of the Planning Division, which upgrades the Project Processing System (PPS) for streamlined project approval. Subcomponent 3.1.2: Staff and Managerial Capacity Building will train government officials on new investment appraisal tools, and Subcomponent 3.1.3: Strengthening M&E at Project Implementation Unit and IMED will enhance monitoring of development projects. Subcomponent 3.2: Public Investment Implementation and Procurement Modernization includes Subcomponent 3.2.1: e-GP Enhancement, upgrading Bangladesh’s e-Procurement system with AI and cloud technology; Subcomponent 3.2.2: Public Procurement

Professionalization, which will train procurement officers and establish a certification framework; and Subcomponent 3.2.3: Improve Public Procurement Practices and Implement Sustainable Public Procurement (SPP) to align procurement policies with international standards. Subcomponent 3.3: Strengthening Accountability Institutions for Improved Oversight of Public Expenditures includes Subcomponent 3.3.1: Building IT Infrastructure and Digitization to enhance OCAG’s digital audit capabilities, Subcomponent 3.3.2: Enhancing Transparency, Accountability, and Efficiency in Public Institutions, improving audits of health, education, and infrastructure projects; Subcomponent 3.3.3: Improving Timeliness of Annual Audits, Government Responses, Disclosures, and Communication Strategy to enhance public access to audit reports, and Subcomponent 3.3.4: Strengthening Financial Management Academy (FIMA) and Professionalization of OCAG Personnel to develop audit training programs.

Component 4: Project Management

Headquartered at the Economic Relations Division (ERD) in Dhaka, Bangladesh, this component ensures effective coordination, oversight, and implementation of project activities across the five implementing agencies—BBS, NBR, Planning Division, BPPA, and OCAG—through a Steering Committee and designated focal points managing Technical Assistance Project Proposals (TAPPs) for streamlined governance and institutional resilience.

The SITA is being prepared under the World Bank’s Environment and Social Framework (ESF). Per Environmental and Social Standard ESS10 on Stakeholder Engagement and Information Disclosure, the implementing agencies should provide stakeholders with timely, relevant, understandable, and accessible information, and consult with them in a culturally appropriate manner, which is free of manipulation, interference, coercion, discrimination, or intimidation.

2. Objective/Description of SEP

The overall objective of this SEP is to define a program for stakeholder engagement, including public information disclosure and consultation throughout the entire project cycle. The SEP outlines the ways in which the IAs project team will communicate with stakeholders and includes a mechanism by which people can raise concerns, provide feedback, or make complaints about the project and any activities related to the project. The SEP specifically emphasizes methods to engage groups considered most vulnerable and that are at risk of being left out of project benefits.

3. Stakeholder Identification and Analysis

3.1 Methodology

In order to meet best practice approaches, the project will apply the following principles for stakeholder engagement:

- *Openness and life-cycle approach:* Public consultations for the project(s) will be arranged during the whole life cycle, carried out in an open manner, free of external manipulation, interference, coercion, or intimidation.
- *Informed participation and feedback:* Information will be provided to and widely distributed among all stakeholders in an appropriate format; opportunities are provided for communicating stakeholder feedback, and for analyzing and addressing comments and concerns.
- *Inclusiveness and sensitivity:* Stakeholder identification is undertaken to support better communications and build effective relationships. The participation process for the projects is

inclusive. All stakeholders at all times are encouraged to be involved in the consultation process. Equal access to information is provided to all stakeholders. Sensitivity to stakeholders' needs is the key principle underlying the selection of engagement methods. Special attention is given to vulnerable groups that may be at risk of being left out of project benefits, particularly women, the elderly, persons with disabilities, displaced persons, and migrant workers and communities, and the cultural sensitivities of diverse ethnic groups.

3.2 Affected Parties

Affected parties include local communities, community members, and other parties that may be subject to direct impacts from the Project. Specifically, the following individuals and groups fall within this

- ✓ Government Employees within IAs – Officials, data analysts, tax officers, procurement specialists, auditors.
- ✓ Public Sector Employees – Those benefiting from improved financial management, governance, and oversight.
- ✓ Taxpayers (Individuals and Businesses) – Directly affected by tax policy changes, compliance systems.
- ✓ Public Procurement Entities – Ministries, agencies, municipalities involved in government procurement.
- ✓ Suppliers and Contractors – Businesses participating in public procurement through the e-GP system.
- ✓ Citizens and Businesses – Benefiting from improved public service delivery, transparency, and accountability.
- ✓ Academia and Research Institutions – Engaged in policy research, impact analysis, and governance assessment.

Government Bodies and Oversight Agencies

- ✓ Ministry of Finance – Providing financial oversight and policy guidance.
- ✓ Economic Relations Division (ERD) – Coordinating donor and financial assistance.
- ✓ Implementation Monitoring and Evaluation Division (IMED) – Ensuring project performance monitoring.
- ✓ Bangladesh Bank & Financial Institutions – Supporting tax compliance and financial digitization.

Private Sector and Economic Actors

- ✓ Chambers of Commerce & Industry Associations – Federation of Bangladesh Chambers of Commerce & Industry (FBCCI), Dhaka Chamber of Commerce and Industry (DCCI), Bangladesh Association of Software and Information Services (BASIS).
- ✓ Banking and Financial Institutions – Facilitating tax payments, electronic transactions.
- ✓ Technology and IT Service Providers – Supporting digital transformation of tax, procurement, and audit systems.
- ✓ Exporters & Trade Organizations – Affected by tax and revenue mobilization policies.

Civil Society and Advocacy Groups

- ✓ NGOs and Watchdog Organizations – Advocating for transparency, anti-corruption (e.g., Transparency International Bangladesh).
- ✓ Media and Journalists – Monitoring governance reforms, publicizing project impacts.
- ✓ Social Media Influencers & Digital Activists – Promoting accountability and public discourse.

3.3 Disadvantaged / Vulnerable Groups

These groups may face challenges in accessing project benefits and require special consideration in stakeholder engagement.

Socioeconomically Disadvantaged Groups

- ✓ Low-income taxpayers and informal sector workers – Those impacted by tax compliance reforms.
- ✓ Small and Medium Enterprises (SMEs) – Struggling with tax regulations and public procurement access.
- ✓ Micro, Small, and Informal Businesses – Potentially facing compliance burdens under new tax system reforms.

Gender and Social Inclusion Groups

- ✓ Women Entrepreneurs and Women-Led Businesses – Facing barriers in tax compliance and procurement.
- ✓ Female Government Officials – Engaged in financial management, procurement, and auditing roles.
- ✓ Persons with Disabilities (PWDs) – Ensuring accessibility to digital government services.
- ✓ Elderly Citizens & Pensioners – Benefiting from improved government accountability.

Ethnic and Rural Communities

- ✓ Ethnic Minorities and Indigenous Communities – Ensuring representation in government reforms.
- ✓ Rural and Remote Populations – Addressing digital access barriers for tax compliance and public procurement.

4. Stakeholder Engagement Program

4.1 Summary of Stakeholder Engagement Done During Project Preparation

Table 4-1: Summary of Consultation Meetings

Date	Venue	Main Participant Groups	No. of Participants	
			Male	Female
17 February	Pan Pacific	Project Team	3	1

Date	Venue	Main Participant Groups	No. of Participants	
			Male	Female
9 am to 5pm	Sonargoan hotel			
18 February 9 am to 5pm	Intercontinental hotel	Local level Consultations with the project affected people and Govt. officials	35	14
February 26, 2025	Dhaka	Consultation with stakeholders including taxpayers, businesses and NBR officials	11	4
14 December,2024	Padma Hall, Pan Pacific Sonargoan hotel	Consultation with project relevant stakeholders and local officials	27	13
31January,2025,10.30 am	Audit complex,7 th floor	Consultation with project relevant stakeholders and local officials	7	5
2 February,2025,10.30 am	Audit complex	Consultation with project relevant stakeholders and local officials	9	3
4 February,2025 ,10.30am	Audit complex	Consultation with project relevant stakeholders and local officials	8	4
18 February,2025 4pm	Audit complex	Consultation with project relevant stakeholders and local officials	8	5
BPPA				
February 6, 2025	Dhaka	Consultation with project relevant stakeholders and local officials	4	3

Table 4-2: Outcomes of Consultation Meetings

Key Issues Discussed	Stakeholder Feedback	IAs Response
Modernization of Statistical Systems	Need for real-time data access and integration across government agencies.	Commitment to developing an integrated National Data Ecosystem and digitizing key statistical processes.
Tax Administration and Compliance	Concerns over increased compliance burden for SMEs and informal sector workers.	Implementation of simplified VAT and tax administration processes with enhanced taxpayer services.
Public Procurement and	Challenges in bid participation and lack of transparency in	Enhancement of the e-GP system, introduction of AI-based procurement

e-GP Enhancement	procurement.	tracking, and increased bidder training.
Public Investment Planning and Implementation	Delays in project approvals and inefficiencies in monitoring public investments.	Upgrading the Project Processing System (PPS) and integrating M&E frameworks for project monitoring.
Financial Oversight and Audit Efficiency	Weak institutional capacity in handling digital audits and public financial management.	Investing in digital audit infrastructure, IT-based forensic auditing, and capacity-building programs.
Citizen Engagement and Transparency	Need for regular public disclosure of project impacts and policy changes.	Establishing a citizen feedback portal and ensuring public access to project data and audit reports.
Gender and Social Inclusion	Ensuring accessibility of tax, procurement, and financial services for women and marginalized groups.	Integrating gender-sensitive policies, providing training for women entrepreneurs in procurement.
Stakeholder Coordination and Capacity Building	Lack of inter-agency coordination affecting policy execution and stakeholder engagement.	Regular training will be provided to enhance cross-agency coordination and efficiency.

4.2 Summary of Project Stakeholder Needs and Methods, Tools and Techniques for Stakeholder Engagement

The Stakeholder Engagement Plan below outlines the engagement process, methods, including sequencing, topics of consultations and target stakeholders. The World Bank and the Borrower do not tolerate reprisals and retaliation against project stakeholders who share their views about Bank-financed projects.

Table 4-2: SEP Summary Table

Stage	Target Stakeholders	Topic(s) of Engagement	Method(s)Used	Location/Frequency	Responsibilities
STAGE 1:Project Preparation	Project Affected People: Citizen of Bangladesh, Vulnerable households	SEP, ESCP,ESCoP Project scope and rationale; Project E&S principles, Grievance mechanism process	Public meetings, separate meetings for women and the vulnerable group, Face-to-face meetings, Mass/social media communication (As needed), Disclosure of Written information: brochures, posters,	Quarterly meetings at project sites and as various components are executed and put to operation, continuous communication through mass/social media and routine Interactions.	IAs

Stage	Target Stakeholders	Topic(s) of Engagement	Method(s)Used	Location/Frequency	Responsibilities
			flyers, website Information boards or desks, Grievance mechanism, Local newspaper		
	Other Interested Parties (External)-NGO working in waste management, Environmental issues and GBV sectors	SEP, ESCP, ESCoP Project scope and rationale; Project E&S principles, Grievance mechanism process	Face-to-face meetings Joint public/community meetings with PAPs	Quarterly meetings with affected communities. Disclosure meetings in local and national levels	IAS
	Other Interested Parties (Internal) Press and media Local NGOs, Different Government Departments having link with project implementation General public, jobseekers etc.	SEP, ESCP, ESCoP; Grievance mechanism, Project scope, rationale and E&S principles	Public meetings, trainings/workshops (separate meetings specifically for women and vulnerable people as needed), Mass/social media communication, Disclosure of written information: Brochures, posters, flyers, website Information boards; Grievance mechanism Notice board for employment recruitment	Project launch meetings with relevant stakeholders, Meetings in affected locations/communities as needed. Communication through mass/social media(as needed) Information desks with brochures/posters in affected villages(continuous)	PIUs
	Other Interested Parties(External) Other Government Departments from which	Legal compliance issues, Project information scope and rationale and	Face-to-face meetings Invitations to public/community meetings, Submission of required reports	Disclosure meetings, Reports as required	PIUs

Stage	Target Stakeholders	Topic(s) of Engagement	Method(s)Used	Location/Frequency	Responsibilities
	permissions/clearances are required. Businessmen, Contractors and suppliers	E&S principles, Coordination activities, Grievance mechanism process, SEP, ESCP, ESCoP			
STAGE2: Implementation Phase	Project Affected People, including Vulnerable community	Grievance mechanism	Public meetings, open houses, trainings/workshop, Separate meetings as needed for women and vulnerable group. Individual outreach to PAPs as needed. Disclosure of written information: brochures, posters, flyers, website Information boards. Notice board(s) at construction sites Grievance mechanism Local monthly newsletter	Quarterly meetings with PAPs Communication through mass/social media as needed. Notice boards updated weekly. Routine interactions Brochures in local offices	PIUs
	Other Interested Parties (External)	Project scope, rationale and E&S principles Grievance mechanism Project status	Face-to-face meetings Joint public/community meetings with PAPs	As needed	PIUs
	Other Interested Parties (External) Press and media Various Government Departments General public,	Project information-scope and rationale and E&S principles, Project status, Health and safety impacts, Employment	Public meetings, open houses, trainings/workshops Disclosure of written information: brochures, posters, flyers, website,	Same as for PAPs/at regular intervals throughout the project period to educate and raise awareness amongst the population about the pitfalls of GBV and making	PIUs

Stage	Target Stakeholders	Topic(s) of Engagement	Method(s)Used	Location/Frequency	Responsibilities
	job seekers	opportunity, Environmental concerns, GBV related consultation, Grievance mechanism process	Information boards Notice board(s) at construction sites. Grievance mechanism, GBV related issues would be handled and awareness on the issue including change of mind on the matter by the society at large would be addressed by implementing agencies including, NGOs, NGOs specifically working on GBV matter, local leadership, religious leaders, elders including women representatives	them capable of addressing GBV in respective community.	
STAGES:OperationandMaintenance	Project Affected People including vulnerable community	Satisfaction with engagement activities and GRM Grievance mechanism process	Outreach to individual PAPs, PIUs website, Grievance mechanism, News letter	Outreach as needed. Meetings in affected people and villages (as needed/requested)	PIUs
	Other Interested Parties (External), Press and media, NGO slinked with on GBV issue, Various Government Departments,	Grievance mechanism, Issues of concern Status and compliance reports	Grievance mechanism PIUs websites, Face-to-face meetings Submission of reports as required	As needed	PIUs

Stage	Target Stakeholders	Topic(s) of Engagement	Method(s)Used	Location/Frequency	Responsibilities
	local people, etc.				

4.3 Proposed Strategy to Incorporate the Views of Vulnerable Groups

The project will carry out targeted stakeholder engagement with vulnerable groups to understand concerns/needs in terms of accessing project information, facilities, services and other challenges they face at during implementation stage of the project. The project will inherently benefit vulnerable groups by increasing and improving the access opportunities to the services in the project area. However, the project will pay special attention to address any potential barriers to the most vulnerable groups to meaningfully participate in the project including using local languages for some of the community engagement activities with local ethnic groups.

4.4. Reporting back to stakeholders

Stakeholders will be kept informed as the project develops, including reporting on project environmental and social performance and implementation of the stakeholder engagement plan and Grievance Mechanism, and on the project’s overall implementation progress throughout the project

5. Resources and Responsibilities for Implementing Stakeholder Engagement

5.1 Implementation Arrangements and Resources

The Project Implementation Unit (PIU) and grantee will be in charge of stakeholder engagement activities. The entities responsible for carrying out stakeholder engagement activities, IAs will do E&S experts of PIU. The overall responsibility for SEP implementation lies with the PIUs Project. IAs will implement the SEP.

The project’s stakeholder engagement implementation arrangements are as follows: PIUs will be the project holder and responsible for managing the E&S risks of the project, including implementation of the SEP through its existing structures. The project implementation team will be recruited from the market or delegated from the existing for this purpose. For efficient and smooth implementation of the project, suitable institutional arrangements are necessary to manage and implement the proposed project relevant social management planning documents. Although the project is now at preparation stage, the most likely institutions those would be involved are as follows:

The Implementing Agency (IA) and Project Implementation Unit (PIU)

PIUs will have overall responsibility for project implementation and management. PIU with the support of the E&S specialist and E&S focals will coordinate the consultation and communication needs of the project as per the SEP.

The PIUs will (i) help to supervise and streamline the Grievance Redress Mechanism (GRM) management system based on the experience from field; (ii) provide support to respective project affected communities in arranging training on SEA/SH related risk mitigation ; (iii) manage the overall training and capacity-building program; (iv) monitor and supervise all project management activities; (v) organize monitoring and evaluation activities, including GRM management; (vi) prepare necessary project progress and project completion reports; and (vii) ensure full compliance with GoB and World Bank ESF.

Each project implementation agency will have a Project Implementation Unit (PIU), chaired by the Project Director (PD), which will assist in the supervision of the respective IAs. The PIU is expected to include relevant representatives from ministries, divisions, departments/agencies. The PIU will ensure that implementation follows both Government and Bank rules and regulations. Specifically, the PIU will be responsible for: (i) supervising and reviewing implementation and providing necessary advice for timely delivery; (ii) monitoring and evaluating implementation progress and suggesting necessary course corrections; (iii) resolving issues and conflicts that may emerge during implementation; (iv) facilitation coordination and convergence with other line ministries, division, and departments/agencies on overall performance and key issues relating to the project.

The firms and contractors will provide the PIU with monthly progress reports on the implementation of mitigation measures. The reports prepared by the contractors along with quarterly monitoring reports to be prepared by project consultants will be consolidated and submitted.

Table 5-1: Role and Responsibilities for SEP Implementation

Actor/Stakeholder/Responsible Person	Responsibilities
E&S Specialist/SEP team	<ul style="list-style-type: none"> - Overall planning and implementation of the SEP; - Lead activities on stakeholders' engagement - Management and resolution of grievances. -Guide/coordinate/supervise the contractors for activities related to the SEP. - Monitoring and reporting on SEP to PIUs and World Bank - Take lead in carrying out the beneficiary satisfaction survey
PIU Officials	<ul style="list-style-type: none"> - Visit project area for M&E (at least quarterly)
Implementation Consultants	<ul style="list-style-type: none"> - Supervision/monitoring of Contractor on SEP
Site Contractor(s)/sub-contractors	<ul style="list-style-type: none"> - Report/inform IAs/PIU issues related to the implementation of the SEP / engagement with the stakeholders. -Resolve and convey management/resolution of grievance cases to the project GRM team, in particular labor related grievance cases.

Actor/Stakeholder/Responsible Person	Responsibilities
	<ul style="list-style-type: none"> -Prepare, disclose and implement the contractor’s code of conduct, Labor Management Plan etc. - Collaborate/inform the local communities and other local level stakeholders on the E&S monitoring
Other Interested Stakeholders(External/Regulatory agencies)	<ul style="list-style-type: none"> - Participate in the implementation of SEP activities - Monitor/ensure project’s compliance with the laws of Bangladesh. - Engage with the project’s stakeholders on E&S Issues

The stakeholder engagement activities will be documented through PIUs (IAs).

Budget

The budget estimate for preparing and implementing SEP is **USD 19,500.00**. The budget breakdown is attached in Annex 2. However, this budget will be updated before implementation of this SEP.

6. Grievance Mechanism

A Grievance Mechanism (GM) is a system that allows not only grievances but also queries, suggestions, positive feedback, and concerns from project-affected parties related to the environmental and social performance of a project to be submitted and addressed in a timely manner. A two-tier GM (Local and PIU Level) will be established in the NBR and BBs , while a one-tier GM (PIU Level) will be established in the remaining three IAs: BPPA, OCAG, and the Planning Division. Before specialists are hired and formation of GM, existing GMs of IAs or designated focal points will handle grievances. Each IA will provide monthly GM reports, and share with the planning division to compile the reports. Planning division will share the compiled report bi-annually to the bank.

6.1 Description of Grievance Mechanism (GM)

Table 6-1: Description of Grievance Mechanism (GM)

Step	Description of process	Timeframe	Responsibility
GM Implementation Structure	<p>Local level GRC Composition (all local area where IA has activities:</p> <ul style="list-style-type: none"> • Nominated official by the PD- Convener (from PIUs where complaint originates) • Respected official from the field office (as per nature of the complaint)- Member- 	<p>Specialists to be hired within 3-6 months of effectiveness.</p> <p>All cases at the local level will be heard within 10 days of their receipt.</p>	<ul style="list-style-type: none"> • All complaints will be received at the field Office of the respective IAs.

Step	Description of process	Timeframe	Responsibility
	<p>Secretary(s) (will be common across the GRCs for that particular IA)</p> <ul style="list-style-type: none"> • Representative from respective local area (from where the complaint originates; must be female if the complainant is female) - Member. • Representative from the community (teacher, NGO, or local person nominated by the complainant)- Member. 		
	<p>PIU Level GRC</p> <ul style="list-style-type: none"> • Project Director- Convener • E&S Specialist/Focal of PIU- Member-Secretary • Local Government Representative (can be the same representative who was present at the local GRC hearing, or other as required; must be female if the complainant is female) - Member 	<p>The decisions on unresolved cases will be communicated to the PIU level GRC and will be solved within 15 working days.</p>	<p>If the resolution attempt at the local level fails, the GRC will refer the complaint with the minutes of the hearings of the local GRC to the project level for further review. With active assistance from the PIU will make a decision and communicate it to the concerned GRC. The E&S Specialist at PIU with the support of member secretary of local GRC will make periodic visit to the subproject sites, interact with the communities and affected persons, and pick up issues of concerns, complaints and suggestions to register with the GRM books</p>
Grievance uptake	Face-to-Face: each field office will nominate an	Will operate 7 am to 7pm (at project	<ul style="list-style-type: none"> • The complaint desk will be manned during

Step	Description of process	Timeframe	Responsibility
	<p>individual to register complaints. He/ She will register to note the complaints and complaint forms to fill up. The form will be signed by both the staff and the Complainant.</p>	<p>affected communities)</p> <p>This information will be disseminated to the public</p>	<p>working days only. For non-working days, virtual means (SMS, Telephone, email etc.) will be suggested.</p> <ul style="list-style-type: none"> • The field level staff will welcome the Complainant and make him/her comfortable and begin with greetings. The staff will note, fill up the company form, get complainant's signature and sign the form him/herself. • The Staff will also provide estimated timeline and a tracking number. • The Staff will also intimate the local GRC level for eligibility checking. <p>After eligibility check by the local level, the Staff will inform the Complainant if the complaint is eligible to be considered or otherwise. If not eligible, the Complainant will be provided other options (NGO, police, legal etc.)</p>
	<p>Telephone A cell phone number with designated person name is given below from the respective IAs which can receive calls, SMS, WhatsApp with voice/picture of damage)</p>	<p>Telephone Will be operated from 6 AM to 10 PM</p>	<p>Grievance site focal and E&S specialist Following will be noted (Action 1): Name and address (none required if anonymity sought) Complaint, in summary Nature of Complaints If it is project</p>

Step	Description of process	Timeframe	Responsibility
	<p>BBS</p> <p>Mr. H. M. Firoz, Director, FA&MIS, GRS focal point from BBS Cell: +8801712021702</p> <p>BPPA</p> <p>Mr. Md. Mahbub Zaman Khan, Deputy Director Phone: +88- 01819663871,</p> <p>NBR</p> <p>First Secretary (Board Administration), Contact no. 02-222217723</p>	<p>Will be operated 9 am to 5 pm</p>	<p>related. Complaint against, if any</p> <p>Operator will (Action 2):Register the complaint in a register Provide a tracking number Provide a timeline Fill up Complaint Form for filing (Complainant's copy may not be feasible for virtual filing)</p> <p>Intimate the Local level of GRC about the complaint Intimate Central GRC aggregator After eligibility check by local level, inform the complainant if the complaint is eligible to be considered or otherwise. If not eligible, the complainant will be provided other options (NGO, police, legal etc.)</p>
	<p>Email: Project.GRM@email.com bppadd1@bppa.gov.bd</p>	<p>Will be monitored as per above timing (12 hours)</p>	<p>Will be operated by the IAs nominated staff of the PIU at Project Office. If no details are given will request number (Action 1) above. If phone number is given, the Complainants will be called to get the above information, else email will suffice. Then the Staff will carry out Action 2 above.</p>
	<p>Website: www.project.com/GRM</p>	<p>Will be monitored as per above timing</p>	<p>As Above</p>

Step	Description of process	Timeframe	Responsibility
	www. Nbr.gov.bd	(12 hours). The site will provide a format for complaint registration. This will include info required in Action 1 above. The complaint will be redirected to the email above with a Subject GRM From Web – Date and Time.	
	Letter: NBR First Secretary (Board Administration), NBR, Rajaswa Bhaban, Agargaon, Dhaka 1207Contact no. 02-222217723	Will be received and opened during office hours	After the letter is received, the complaint will be studied and if in eligible, it will be sent to the Complainant including provision of other options. If eligible Action 1 and 2 above will be implemented
	Drop- Box: Suggestion Boxes will be placed in front of every field office	Will remain open round the clock.Will be opened during the beginning of office hours by the staff responsible to register complaints in each field office	As above
Sorting, Processing	Any complaint received is forwarded to local GRC office; logged in by member secretary of local Re categorized according to the complaint types	Upon receipt to complaint	Local grievance focal points
Acknowledgement and follow-up	Receipt of the grievance is acknowledged to the complainant by cell or written as suitable	Within 2 days of receipt	Local grievance focal points
Verification, investigation, action	•Investigation of the complaint is led by local	Within 5 working days of receipt	Local GRC

Step	Description of process	Timeframe	Responsibility
	<p>GRC.</p> <ul style="list-style-type: none"> •Member Secretaries document unresolved complaints, promptly address non-project-related grievances and consider anonymous complaints. •SEA/SH/GBV-related complaints go to the Gender and GBV Specialist. •The Convener and Member Secretaries work with site managers to resolve issues. •Unresolved complaints escalate to the full GRC for resolution within 10 days. •Unresolved issues may go to the PIU Level GRC •If necessary, the Project Director may conduct field investigations within 15 days. •Complainants can seek legal recourse if issues persist. •Bank-received complaints are reported to GRS and forwarded to the Project Director. •A proposed resolution is formulated by local GRC and communicated to the complainant by cell or email or physically as suitable. 		
Monitoring and evaluation	E&S specialist convened at the local level where the IA will be active and where complaints will originate from.	Within 6-9 months of project effectiveness	PIUs
	Data on complaints are	Every month	PIUs

Step	Description of process	Timeframe	Responsibility
	collected in every month and reported to PIU every month		
Provision of feedback	Feedback from complainants regarding their satisfaction with complaint resolution is collected from local GRCs	Every month	Local GRC
Training	Training needs for staff/consultants in the PIU, Contractors and E&S Consultants on grievance uptake, sorting, record, response, address, and feed back mechanism	Every quarter	PIUs

Labor GM:

A separate mechanism will be available for the laborers working under contractors and sub-contractors. For contracted workers, the Contractor is obligated under the Contract (as per ESS2) to set up the Workers GM to redress complaints relating to workers deployed for construction works under this Project. It is mandated that contractors set up a Workers GM according to contractual obligations, ensuring compliance with international standards such as transparency, confidentiality, and protection against retribution. Upon engagement, workers are required to sign the Labor Code of Conduct (CoC) and undergo training on the GRM processes. There will be labor GRC at flood affected communities which is described in detail in the Labor Management Procedures and in Annex 6.

Project affected communities, Contractors and subcontractors appoint Site Managers as focal persons for the Labor GM. These managers are tasked with the responsibility of receiving, recording, and addressing grievances from workers or related to workers at their respective construction sites. The GM includes training for workers on the CoC and related issues such as SEA/SH. Overall, the labor GRM aims to ensure fair and transparent handling of labor-related issues within the project's operational framework.

6.2 Sexual Exploitation and Abuse and Sexual Harassment (SEA/SH)

All levels (mentioned below) of the GM will be sensitized to receive SEA/SH related complaints. As per the latest World Bank Good Practice Note on SEA/SH, GM will be responsive to complaints of child SEA/SH as well. Grievances related to SEA/SH will be reported through the project/contractor, after which the nature of the complaint (without details) will be recorded along with the age of the complainant and relation to the project will be recorded, ensuring full confidentiality. After assessing the complaint, appropriate disciplinary measures will be taken against the perpetrator if required. It will

adopt a survivor centric approach when responding to SEA/SH complaints. Survivor centric approach will prioritize the wish of the survivor and take measures accordingly.

The IAs to strengthen the GRM through information and communication technology to ensure that all complaints including those of SEA/SH are immediately reported to the Government. IAs will integrate the GRM on a web-based dashboard, to adequately and promptly address any potential grievance related to GBV and SEA/SH. The complaints registered in this system will be managed by a dedicated administrator that will liaise immediately any GBV and SEA/SH complaints with the contractors, consultant for immediate measures. If the GRM receives a case on sexual exploitation and abuse related to the project, it will be recorded, and the complainant will be referred to the relevant assistance, if needed, for referral to any other service providers. In cases, where the perpetrator(s) is linked to project activities then the contractor will take appropriate actions as per the Code of Conduct signed by the person and under the effective law in Bangladesh. IAS will report activities and outcomes of GBV and SEA/SH surveillance and management to the World Bank on a regular basis.

7. Monitoring and Reporting

7.1 Summary of How SEP Will be Monitored and Reported Upon

The SEP will be monitored based on both qualitative reporting (based on progress reports) and quantitative reporting linked to results indicators on stakeholder engagement and grievance performance.

SEP reporting will include the following:

- (i) Progress reporting on the ESS10-Stakeholder Engagement commitments under the Environmental and Social Commitment Plan (ESCP)
- (ii) Cumulative qualitative reporting on the feedback received during SEP activities, in particular (a) issues that have been raised that can be addressed through changes in project scope and design, and reflected in the project appraisal document (b) issues that have been raised and can be addressed during project implementation; (c) Issues that have been raised that are beyond the scope of the project and are better addressed through alternative projects, programs or initiatives; and (d) issues that cannot be addressed by the project due to technical, jurisdictional or excessive cost-associated reasons. Minutes of meetings summarizing the views of the attendees can also be annexed to the monitoring reports.

7.2 Reporting Back to Stakeholder Groups

The SEP will be revised and updated as necessary during project implementation.

Monthly summaries and internal reports on public grievances, enquiries, and related incidents, together with the status of implementation of associated corrective/preventative actions will be collated by responsible staff and referred to the project managers.

Specific mechanisms to report back to the stakeholders include the following parameters:

- ✓ Number of consultation meetings and other public discussions/forums conducted within a reporting period (e.g., quarterly, or annually);
- ✓ Frequency of public engagement activities.

- ✓ Geographical coverage of public engagement activities – number of locations and settlements covered by the consultation process, including the settlements in remote areas within the Project Area of Influence (PAI);
- ✓ Number of public grievances received within a reporting period (e.g., monthly, quarterly, or annually) and number of those resolved within the prescribed timeline.
- ✓ Type of public grievances received.
- ✓ Number of press materials published/broadcasted in the local, regional, and national media.

This reporting back to the stakeholders will be compiled and shared/disclosed with the stakeholders' and public using proper media, line ministries websites, social media accounts, communication materials, etc.

Annex 1: Template to Capture Consultation Minutes

Stakeholder (Group or Individual)	Summary of Feedback	Response of Project Implementation Team	Follow-up Action/Next Steps

Annex 2: SEP Budget Table

Sl. no	Stakeholder Engagement Activities	Quantity	UnitCost (US \$)	Times /Months/year	TotalCost(US\$)
1	Staff/Consultants Salaries				Paid from Project Consulting Service Budget
2	Training on Stakeholder Engagement and GRC issues	2 times	500		1000.00
3	Stakeholder/Community Meeting in Project areas	Lump Sum			3000.00
4	Meeting with District and Upazila Govt Officials	2 meeting/yr	500	5	5000.00
5	Satisfaction Survey	1/yr	1000	5	5,000.00
6	Travel expenses	Lump Sum	1000		1,000.00
7	Communication materials(Poster, Brochure, flier, billboards, website)	Lump Sum			2,000.00
8	GM Guidebook/Manual	Lump Sum			500.00
9	GM/GRC expenses	Lump Sum			2,000.00
	Sub-Total				
	Total				19,500.00

Annex 4: Grievance Submission Form

Grievance Form			
Grievance reference number (to be completed by Project):			
Contact details (Can be submitted anonymously)	Name(s):		
	Address:		
	Telephone:		
	Email:		
How would you prefer to be contacted(check one)	By mail/post: <input type="checkbox"/>	By phone: <input type="checkbox"/>	By email <input type="checkbox"/>
Preferred language	<input type="checkbox"/> Bangla	<input type="checkbox"/> English	
Provide details of your grievance. Please describe the problem, who it happened to, when and where it happened, how many times, etc. Describe in as much detail as possible.			
What is your suggested resolution for the grievance, if you have one? Is there something you would like IA or another party/person to do to solve the problem?			
How have you submitted this form to the project?	Website <input type="checkbox"/>	Email <input type="checkbox"/>	By hand <input type="checkbox"/>
	In person <input type="checkbox"/>	By telephone <input type="checkbox"/>	Other (specify) <input type="checkbox"/>
Who filled out this form (if not the person named above)?	Name and contact details:		
Signature			
Name of IA's official assigned responsibility			
Resolved or referred to GRC1?	<input type="checkbox"/> Resolved	<input type="checkbox"/> Referred	If referred, date:

Resolved/referred to GRC2?	<input type="checkbox"/> Resolved	<input type="checkbox"/> Referred	If referred, date:
Completion			
Final resolution (briefly describe)			
	Short description	Accepted? (Y/N)	Acknowledgement signature
1st proposed solution			
2nd proposed solution			
3rd proposed solution			

Annex 5: Sample Grievance Report Format

Period from to 20.....

Project Phase.....

Case No.	Complainant's name, gender and location	Nature of complaints and expectation of complainant	Date of Petition submitted	Method of resolution with dates	Decisions and date of communication to the complainant	Agreement with And commitment To complainant	Progress (Solved/pending)	Reason, if pending

Annex 6: Attendance Sheet of the Consultation meetings

BBS

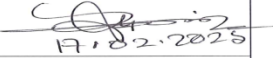



TAPP Preparation Workshop for Strengthening Institutions for Transparency and Accountability

Venue: Pan Pacific Sonargaon Hotel

Date: 17 February

Time: 9:00am-5:00pm

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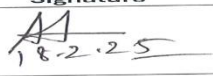
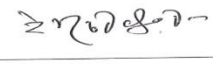

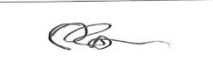
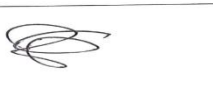
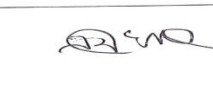
TAPP Preparation Workshop for Strengthening Institutions for Transparency and Accountability

Venue: Intercontinental Hotel

Date: 18 February

Time: 9:00am-5:00pm

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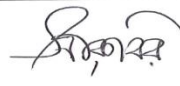

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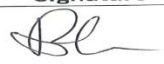

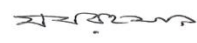

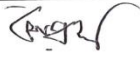



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NBR

Stakeholder Consultation on Strengthening Domestic Revenue Mobilization Project
National Board of Revenue
February 26, 2025


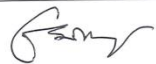







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Planning Division

CONSULTATION WORKSHOP

Planning Division - TAPP for the Strengthening Public Investment Efficiency (SPIE) Component under the Strengthening Institutions for Transparency and Accountability (SITA) Project
December 14 - 15, 2024

Venue: Padma Hall, Pan Pacific Sonargaon Hotel, Dhaka

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CONSULTATION WORKSHOP

Planning Division - TAPP for the Strengthening Public Investment Efficiency (SPIE) Component under the Strengthening Institutions for Transparency and Accountability (SITA) Project

December 14 - 15, 2024

Venue: Padma Hall, Pan Pacific Sonargaon Hotel, Dhaka

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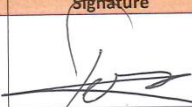

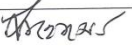
CONSULTATION WORKSHOP

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CONSULTATION WORKSHOP
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OCGA

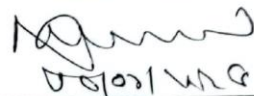

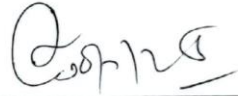
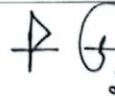
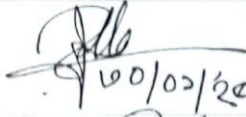
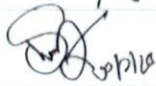
বৈদেশিক সাহায্যপুষ্টি প্রকল্প অডিট অধিদপ্তর

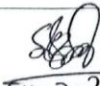
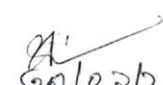
অডিট কমপ্লেক্স (৭ম তলা)

সেগুনবাগিচা, ঢাকা।

বিশ্ব ব্যাংকের অর্থায়নে অর্থ বিভাগ কর্তৃক বাস্তবায়নাধীন "Strengthening Institutions for Transparency and Accountability (SITA)" প্রকল্পের TAPP Format পূরণে বাংলাদেশের কম্পিউটার এন্ড অডিটর জেনারেলের কার্যালয় কর্তৃক গঠিত কমিটির সভায় উপস্থিতির হাজিরা শীট

তারিখঃ ১৩/১/২০২৫, সময়ঃ সকাল ১০:৩০ ঘটিকা

ক্রঃ নং	নাম ও পদবী	স্বাক্ষর
১)	জনাব মোঃ নূরুল ইসলাম মহাপরিচালক, বৈদেশিক সাহায্যপুষ্টি প্রকল্প অডিট অধিদপ্তর	
২)	মোঃ কামরুল আলম মহাপরিচালক, শিক্ষা অডিট অধিদপ্তর	
৩)	জনাব মোঃ আমিনুল ইসলাম মহাপরিচালক পূর্ত অডিট অধিদপ্তর	
৪)	জনাব কাজী ফররুখ আহমদ চীফ একাউন্টস এন্ড ফাইন্যান্স অফিসার সিএএফও/ পররাষ্ট্র মন্ত্রণালয়	—
৫)	জনাব মোঃ রবিউল ইসলাম পরিচালক শিক্ষা অডিট অধিদপ্তর	—
৬)	জনাব প্রণব সরকার পরিচালক (গবেষণা ও উন্নয়ন) সিএজি কার্যালয়	 30.01.2025
৭)	জনাব কাজী রশিদুল আজম পরিচালক সিভিল অডিট অধিদপ্তর	—
৮)	জনাব আবু বকর সিদ্দিক এসিএজি (রিপোর্ট) সিএজি কার্যালয়	—
৯)	জনাব পদ্মব রঞ্জা উপপরিচালক ফিন্যান্সিয়াল ম্যানেজমেন্ট একাডেমী (ফিমা)	 30/01/25
১০)	জনাব মোঃ শাহনেওয়াজ শাওন উপপরিচালক	

ক্রঃ নং	নাম ও পদবী	স্বাক্ষর
	বৈদেশিক সাহায্যপুঁজ প্রকল্প অডিট অধিদপ্তর	
১১)	Md. Syful Rahman System Analyst, OCAE	 ৩০.১০.২০২৪
১২)	Md. Athan Habib System Analyst OCAE	 ৩০/১০/২৪
১৩		

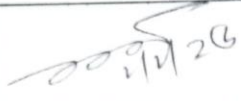
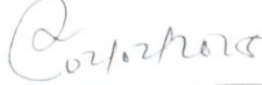
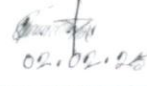
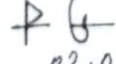

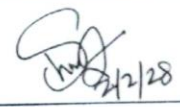
বৈদেশিক সাহায্যপুঁট প্রকল্প অডিট অধিদপ্তর



অডিট কমপ্লেক্স (৭ম তলা)

সেগুনবাগিচা, ঢাকা।

বিশ্ব ব্যাংকের অর্থায়নে অর্থ বিভাগ কর্তৃক বাস্তবায়নহীন "Strengthening Institutions for Transparency and Accountability (SITA)" প্রকল্পের TAPP Format পূরণে বাংলাদেশের কম্পিউটার এন্ড অডিটর জেনারেলের কার্যালয় কর্তৃক গঠিত কমিটির সভায় উপস্থিতির হাজিরা শীট

তারিখঃ ০২/০২/২০২৫, সময়ঃ সকাল ১০:৩০ ঘটিকা

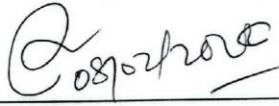
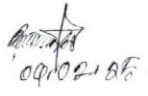
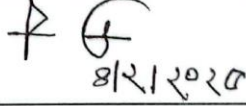

ক্রঃ নং	নাম ও পদবী	স্বাক্ষর
১)	জনাব মোঃ নূরুল ইসলাম মহাপরিচালক, বৈদেশিক সাহায্যপুঁট প্রকল্প অডিট অধিদপ্তর	
২)	মোঃ কামরুল আলম মহাপরিচালক, শিক্ষা অডিট অধিদপ্তর	
৩)	জনাব মোঃ আমিনুল ইসলাম মহাপরিচালক পূর্ত অডিট অধিদপ্তর	
৪)	জনাব কাজী ফররুখ আহমদ চীফ একাউন্টস এন্ড ফাইন্যান্স অফিসার সিএএফও/ পররাষ্ট্র মন্ত্রণালয়	—
৫)	জনাব মোঃ রবিউল ইসলাম পরিচালক শিক্ষা অডিট অধিদপ্তর	 02.02.25
৬)	জনাব প্রণব সরকার পরিচালক (গবেষণা ও উন্নয়ন) সিএজি কার্যালয়	 02.02.2025
৭)	জনাব কাজী রশিদুল আজম পরিচালক সিভিল অডিট অধিদপ্তর	—
৮)	জনাব আবু বকর সিদ্দিক এসিএজি (রিপোর্ট) সিএজি কার্যালয়	—
৯)	জনাব পল্লব রায় উপপরিচালক ফিন্যান্সিয়াল ম্যানেজমেন্ট একাডেমী (ফিমা)	 02.02.25
১০)	জনাব মোঃ শাহনেওয়াজ শাওন উপপরিচালক বৈদেশিক সাহায্যপুঁট প্রকল্প অডিট অধিদপ্তর	 2/2/25



ক্রঃ নং	নাম ও পদবী	স্বাক্ষর
১১)	শ্রীমতী অরুণা শর্মা সিটিয়েল প্রকলিমেন্ট	
১২)	ব্রজ. ব্রজ. নাথুরাম সান্মহিত প্রোগ্রামার বিশ্বকি অফিস	
১৩		

বৈদেশিক সাহায্যপুষ্টি প্রকল্প অডিট অধিদপ্তর
অডিট কমপ্লেক্স (৭ম তলা)
সেগুনবাগিচা, ঢাকা।

বিশ্ব ব্যাংকের অর্থায়নে অর্থ বিভাগ কর্তৃক বাস্তবায়নধীন "Strengthening Institutions for Transparency and Accountability (SITA)" প্রকল্পের TAPP Format পূরণে বাংলাদেশের কম্পিউটার এন্ড অডিটর জেনারেলের কার্যালয় কর্তৃক গঠিত কমিটির সভায় উপস্থিতির হাজিরা শীট

তারিখঃ ০৪/১২/২০২৫, সময়ঃ সকাল ১০:৩০ ঘটিকা

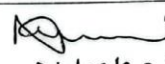
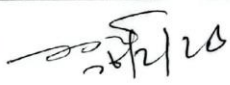
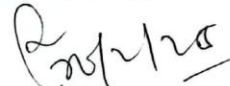
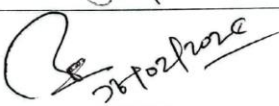

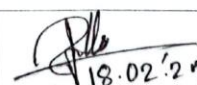

ক্রঃ নং	নাম ও পদবী	স্বাক্ষর
১)	জনাব মোঃ নূরুল ইসলাম মহাপরিচালক, বৈদেশিক সাহায্যপুষ্টি প্রকল্প অডিট অধিদপ্তর	
২)	মোঃ কামরুল আলম মহাপরিচালক, শিক্ষা অডিট অধিদপ্তর	
৩)	জনাব মোঃ আমিনুল ইসলাম মহাপরিচালক পূর্ত অডিট অধিদপ্তর	
৪)	জনাব কাজী ফররুখ আহমদ চীফ একাউন্টস এন্ড ফাইন্যান্স অফিসার সিএএফও/ পররাষ্ট্র মন্ত্রণালয়	—
৫)	জনাব মোঃ রবিউল ইসলাম পরিচালক শিক্ষা অডিট অধিদপ্তর	
৬)	জনাব প্রণব সরকার পরিচালক (গবেষণা ও উন্নয়ন) সিএজি কার্যালয়	 ৪/১২/২০২৫
৭)	জনাব কাজী রশিদুল আজম পরিচালক সিভিল অডিট অধিদপ্তর	—
৮)	জনাব আবু বকর সিদ্দিক এসিএজি (রিপোর্ট) সিএজি কার্যালয়	—
৯)	জনাব পল্লব রায় উপপরিচালক ফিন্যান্সিয়াল ম্যানেজমেন্ট একাডেমী (ফিমা)	—
১০)	জনাব মোঃ শাহনেওয়াজ শাওন উপপরিচালক বৈদেশিক সাহায্যপুষ্টি প্রকল্প অডিট অধিদপ্তর	 ৪/১২/২৫



କ୍ର.ନଂ	ନାମ ଓ ପଦବୀ	ସ୍ୱାକ୍ଷର
୧୧)	ଶ୍ରୀ: ଉତ୍କଳ ସର୍ବିକ - ସି.ଏଚ୍.ଏ. ପ୍ରମାଣିକା - ଅଧ୍ୟକ୍ଷ - ଶ୍ରୀମତୀ	
୧୨)	ଶ୍ରୀମତୀ ଉତ୍କଳ ସର୍ବିକ - ଅଧ୍ୟକ୍ଷ - ଅଧ୍ୟକ୍ଷ - ଶ୍ରୀମତୀ	
୧୩		

বৈদেশিক সাহায্যপুষ্টি প্রকল্প অডিট অধিদপ্তর
অডিট কমপ্লেক্স (৭ম তলা)
সেগুনবাগিচা, ঢাকা।

বিশ্ব ব্যাংকের অর্থায়নে অর্থ বিভাগ কর্তৃক বাস্তবায়নধীন "Strengthening Institutions for Transparency and Accountability (SITA)" প্রকল্পের TAPP Format পূরণে বাংলাদেশের কম্পিউটার এন্ড অডিটর জেনারেলের কার্যালয় কর্তৃক গঠিত কমিটির সভায় উপস্থিতির হাজিরা শীট

তারিখ: ১৮/২/২৫, সময়: বিক্রে ৪:০০ ঘটিকা
~~তারিখ: ১৮/২/২৫, সময়: সকাল ১০:৩০ ঘটিকা~~

ক্রঃ নং	নাম ও পদবী	স্বাক্ষর
১)	জনাব মোঃ নূরুল ইসলাম মহাপরিচালক, বৈদেশিক সাহায্যপুষ্টি প্রকল্প অডিট অধিদপ্তর	 ১৮/০২/২৫
২)	মোঃ কামরুল আলম মহাপরিচালক, শিক্ষা অডিট অধিদপ্তর	
৩)	জনাব মোঃ আমিনুল ইসলাম মহাপরিচালক পূর্ত অডিট অধিদপ্তর	
৪)	জনাব কাজী ফররুখ আহমদ চীফ একাউন্টস এন্ড ফাইন্যান্স অফিসার সিএফও/ পররাষ্ট্র মন্ত্রণালয়	
৫)	জনাব মোঃ রবিউল ইসলাম পরিচালক শিক্ষা অডিট অধিদপ্তর	 16.02.25
৬)	জনাব প্রণব সরকার পরিচালক (গবেষণা ও উন্নয়ন) সিএজি কার্যালয়	—
৭)	জনাব কাজী রশিদুল আজম পরিচালক সিভিল অডিট অধিদপ্তর	—
৮)	জনাব আবু বকর সিদ্দিক এসিএজি (রিপোর্ট) সিএজি কার্যালয়	
৯)	জনাব পল্লব রায় উপপরিচালক ফিন্যান্সিয়াল ম্যানেজমেন্ট একাডেমী (ফিমা)	 18.02.25
১০)	জনাব মোঃ শাহনেওয়াজ শাওন উপপরিচালক বৈদেশিক সাহায্যপুষ্টি প্রকল্প অডিট অধিদপ্তর	 18/2/25

ক্রঃ নং	নাম ও পদবী	স্বাক্ষর
১১)	শ্রী: শাহজাহান রহমান মিষ্টান্ন প্রস্তুতকারী	
১২)	শ্রী: জাহাঙ্গীর - হাফিজ মিষ্টান্ন প্রস্তুতকারী	
১৩)	শ্রী: বিজয় কান্ত রায় প্রোগ্রামার, ডিভিশন অফিসার	