

OFFICE ORDER

Subject: Revised Organizational Structure, Delegation of Responsibilities, Decentralized Management, Coordination and Accountability

Office Order No.: RTMI/HO/2026/002

Date of Issue: 04 October 2026

Effective Date: 15 October 2026

1. Background and Purpose

Research, Training and Management International (RTMI) is undertaking an organizational restructuring and decentralization initiative to improve institutional efficiency, productivity, accountability, coordination, and the quality of programme implementation. The revised management arrangements are intended to strengthen professional leadership, clarify reporting relationships, facilitate timely decision-making, and promote a collaborative, participatory, and learning-oriented organizational culture across the Dhaka Head Office and all field offices.

This Office Order revises and supersedes the relevant provisions of the earlier Office Order dated **14 November 2024**, to the extent that they are inconsistent with the provisions set out herein.

The revised arrangements will take effect on **15 October 2026**. The updated staff designation list and revised organizational organogram will be circulated separately. All staff members are expected to familiarize themselves with the revised structure and discharge their responsibilities accordingly.

2. Guiding Management Principles

RTMI will continue to follow a team-based, participatory, and decentralized management approach guided by the following principles:

1. **Delegation and accountability:** Responsibilities and decision-making authority will be delegated to designated management and professional personnel in accordance with approved policies, budgets, and procedures.
2. **Teamwork and collaboration:** Programme, research, finance, administration, logistics, business development, and field teams will work collaboratively to achieve institutional and project objectives.
3. **Information sharing and learning:** Relevant programme, operational, financial, and stakeholder information will be shared promptly with appropriate team members and supervisors, subject to confidentiality requirements.
4. **Professional leadership:** Senior team members will consider relevant staff inputs and recommendations before making decisions within their delegated authority.
5. **Transparency and compliance:** All activities and expenditures must comply with RTMI policies, approved budgets, donor requirements, contractual obligations, and applicable laws.
6. **Results and quality:** All units and project teams will focus on measurable results, quality of services, timely implementation, efficient resource utilization, and continuous improvement.

Decentralization is intended to improve operational efficiency and responsiveness. It does not diminish individual accountability or the overall executive authority of the Executive Director.

3. Executive Leadership and Overall Management

3.1 Executive Director

The Executive Director will remain the **Chief Executive of RTMI** and will exercise overall executive authority for institutional management, programme implementation, financial oversight, personnel management, external representation, organizational performance, and compliance.

The Executive Director will:

- Provide overall strategic and operational leadership and ensure implementation of approved institutional priorities.
- Coordinate all business development activities and maintain institutional liaison with donors, the Government of Bangladesh (GoB), development partners, and other key stakeholders.
- Approve organizational priorities, work plans, budgets, and major operational decisions within the applicable governance framework.
- Ensure effective coordination among programme, research, finance, administration, business development, and field operations.
- Review institutional and project performance, financial burn rates, risk management, compliance, and reporting.
- Ensure that major decisions, stakeholder commitments, and management instructions are appropriately documented and communicated.
- Receive technical guidance and advice from the RTMI Chief Advisor, who is also the founder of RTMI, as appropriate.
- Coordinate with the Chairperson and Executive Board on matters requiring governance-level guidance, approval, or oversight.

All designated management personnel will remain accountable to the Executive Director through the reporting and coordination arrangements specified in this Office Order.

3.2 Management Advisors and Deputy Management Advisor

The Management Advisors, **Dr. Ahmed Al Wali and Mayisha Kabir**, will support the Executive Director in organizational administration, financial management oversight, institutional development, and implementation of approved management policies, under the overall guidance of the Executive Director and the Chairperson of the Executive Board.

They will directly supervise and coordinate the activities of **RTM-HRDC and RTM Hospital and Diagnostic Centre in Sylhet**, which operate as independent institutional initiatives, in accordance with their approved mandates and applicable governance arrangements.

The **Deputy Management Advisor (DMA)**, based in Dhaka, will work closely with the Executive Director on organizational management, policy support, legal and compliance matters, institutional coordination, and other responsibilities assigned by the Executive Director.

The Management Advisors, DMA, Director (Administration, HR and Logistics), and Controller of Grants & Budget will coordinate their respective responsibilities to avoid duplication of functions and maintain clear accountability.

4. Director and Projects Coordinator

Dr. Sanjida Hasan, Director and Projects Coordinator, will lead and oversee field operations, with primary responsibility for Cox's Bazar and Noakhali Districts. She will also provide technical support leadership for the organization, in coordination with the Executive Director, Chief Advisor, and relevant technical professionals.

Her responsibilities will include:

- Providing operational leadership and supervision to field-based staff within her designated areas of responsibility.
- Ensuring effective project implementation in accordance with approved work plans, budgets, technical standards, donor agreements, and reporting requirements.
- Coordinating with government departments, development partners, donors, implementing agencies, and other stakeholders in consultation with the Executive Director and relevant senior management personnel.
- Monitoring programme progress, service quality, staff performance, operational risks, and resource utilization.
- Strengthening coordination among field offices, the Dhaka Head Office, project teams, and support departments.
- Leading or coordinating capacity-building, training, and quality-of-care activities in collaboration with relevant technical and research professionals.
- Facilitating field reviews, monitoring visits, problem-solving sessions, and timely submission of programme and financial information.
- Providing technical guidance and mentoring to field teams and supporting the resolution of implementation challenges.

The 'Director and Projects Coordinator' will provide overall coordination for the following units and their designated leads:

a. **Business Development Unit:** Ms. Dilara Ahmed Chowdhury, Additional Director (Business Development).

b. **Research Unit:** Ms. Farhana Jahan Peya, Additional Director (Research).

The respective unit heads will manage their assigned technical and operational responsibilities and coordinate with the Director and Projects Coordinator, Executive Director, and other relevant management personnel. Strategic direction and institutional accountability for business development will remain with the Executive Director.

The Director and Project Coordinator will report directly to the Executive Director.

5. Director (Administration, Human Resources and Logistics)

Sharif Salah Uddin, Director (Administration, HR and Logistics), will be responsible for overall administration, human resource management, logistics, office management, and related institutional support functions.

His responsibilities will include:

- Ensuring effective implementation of approved HR, administration, procurement, logistics, asset management, and workplace policies.
- Coordinating recruitment, staff deployment, performance appraisal, staff development, attendance, leave administration, and personnel documentation in accordance with RTMI procedures.
- Preparing and periodically reviewing recruitment guidelines, staffing procedures, and related administrative instruments for approval by the Executive Director.
- Supporting programme teams in the timely provision of human, logistical, administrative, and operational resources.
- Ensuring proper management of office facilities, equipment, vehicles, inventory, assets, and other organizational resources.
- Maintaining appropriate records and documentation relating to administrative decisions, procurement, personnel matters, and asset utilization.
- Coordinating with the Finance and Accounts Department and relevant project personnel to ensure timely administrative and logistical support.
- Promoting a safe, respectful, inclusive, and professional working environment.

The Director will report directly to the Executive Director and work closely with the Director and Projects Coordinator, Management Advisors, DMA, Project Directors, and other professional staff.

Where new committees are required for recruitment, procurement, staff selection, or other administrative functions, the Director will prepare the proposed terms of reference and composition for approval by the Executive Director, in accordance with RTMI policies.

6. Controller of Grants & Budget

Akther Hussain, Controller of Grants & Budget, will be responsible for grant compliance, budget review, financial compliance monitoring, audit coordination, and related financial management oversight.

His responsibilities will include:

- Reviewing and finalizing project budgets, particularly budgets prepared for submission to donors and development partners.
- Ensuring that budget proposals and revisions are consistent with RTMI policies, donor guidelines, contractual requirements, and applicable financial procedures.
- Monitoring grant conditions, budget utilization, financial reporting obligations, and compliance risks.
- Coordinating internal and external audits and ensuring timely responses to audit observations and recommendations.
- Working closely with **Shah Newaz Mohammad Shakil, Deputy Director (Finance & Accounts)**, and the Finance and Accounts team to strengthen financial controls, documentation, reconciliation, and reporting.
- Conducting routine financial reviews in coordination with the Executive Director, DMA, relevant project directors, and programme personnel.

- Reviewing research and evaluation project budgets and expenditure documentation, based on recommendations from the designated Additional Director responsible for Research & Evaluation, before approval by the authorized financial approver.
- Advising management on financial risks, budget deviations, cost efficiency, donor compliance, and corrective actions.

The Controller of Grants & Budget will report directly to the Executive Director. His review and compliance responsibilities will be exercised in coordination with, and without displacing, the formal expenditure approval authority established under RTMI's approved financial procedures.

7. Policy and Research Unit

The **Policy and Research Unit** will operate under the direct supervision of the Executive Director and will be led by the **Additional Director (Policy & Research)**.

The unit will support institutional research, policy analysis, evidence generation, technical documentation, dissemination, and research-related partnerships.

Its responsibilities will include:

- Ensuring the technical quality, methodological rigor, ethical integrity, and timely delivery of research and evaluation assignments.
- Coordinating the development and review of research protocols, proposals, work plans, budgets, reports, publications, and policy briefs.
- Ensuring compliance with applicable research ethics, institutional review requirements, informed consent procedures, confidentiality standards, and data protection requirements.
- Coordinating with programme teams and relevant government, academic, research, and development partners.
- Supporting the integration of research findings into programme planning, policy dialogue, capacity development, and service improvement.

Johns Hopkins University (JHU)-supported programmes will be guided and supervised by the Additional Director (Policy & Research), working closely with the relevant project teams, including:

- **Ms. Fatema Zohura, Senior Research Specialist;** and
- **Ms. Tahmina Parvin, Senior Research Specialist.**

The RTMI Chief Advisor and **Ms. Farhana Jahan Peya** will continue to provide technical and professional support to the JHU-supported projects, as appropriate and in coordination with the designated project leadership.

Project-specific technical responsibilities, reporting arrangements, deliverables, and financial approvals will follow the applicable project agreements and approved internal procedures.

8. Business Development and Proposal Development

The Business Development Unit, led by **Ms. Dilara Ahmed Chowdhury, Additional Director (Business Development)**, will coordinate institutional business development, partnership development, funding opportunity identification, and proposal preparation under the strategic leadership of the Executive Director.

The unit will:

- Identify and communicate relevant funding opportunities to the Executive Director and appropriate technical teams.
- Coordinate proposal preparation with programme, research, finance, administration, and field operations personnel.
- Ensure that proposed activities, staffing plans, implementation arrangements, targets, budgets, and organizational commitments are realistic and internally reviewed.
- Ensure that proposal budgets are reviewed by the Controller of Grants & Budget and relevant Finance and Accounts personnel before submission.
- Maintain records of submitted proposals, donor communications, partnership commitments, and follow-up actions.
- Coordinate the preparation of institutional profiles, capability statements, expressions of interest, and other business development documents.
- Ensure that proposals and institutional commitments are submitted or communicated only by authorized personnel.

The Business Development Unit will coordinate with the Director and Projects Coordinator, and other unit heads on technical and operational matters. Overall strategic direction, donor liaison, government liaison, and approval of institutional commitments will remain with the Executive Director or another formally authorized representative.

9. Field Programme Management: Cox's Bazar and Bhasan Char

The **Head of Field Operations (HFO)** and **Deputy Head of Field Operations (Deputy HFO)** will provide programme and operational leadership for RTMI's teams and activities in Cox's Bazar and Bhasan Char.

Their responsibilities will include:

- Coordinating day-to-day field operations and ensuring effective implementation of approved programmes and activities.
- Supervising designated field teams and ensuring clear allocation of responsibilities, adequate staff coordination, and timely reporting.
- Monitoring programme progress, service delivery, expenditure, budget utilization, logistics, procurement requirements, and operational risks.
- Working jointly with programme and Finance and Accounts personnel to monitor project expenditure, financial burn rates, cash requirements, and budget variances.
- Working with potential donors and funding agencies to identify new opportunities.
- Ensuring compliance with RTMI policies, donor guidelines, applicable health-sector guidelines, national policies, and relevant government and humanitarian coordination requirements.

- Maintaining regular communication with the Dhaka Head Office and providing timely updates on programme progress, operational challenges, financial issues, and stakeholder developments.
- Organizing regular field-level programme and finance review meetings and ensuring that minutes and action points are shared with the relevant senior management personnel.
- Escalating significant operational, financial, safeguarding, compliance, or implementation risks without delay.

The HFO and Deputy HFO will work under the overall supervision, guidance, technical support, and mentoring of the Director and Projects Coordinator. The Executive Director will provide overall executive guidance and policy support for field operations.

The HFO and Deputy HFO must operate within their assigned responsibilities and delegated authority. Any expenditure approval authority will be governed by the approved financial procedures and specific written delegations.

10. Team-Based Management and Information Sharing

RTMI recognizes teamwork, professional collaboration, information sharing, and collective learning as essential elements of effective organizational management. All staff members are expected to adopt an open, constructive, and learning-oriented approach at the Head Office and in the field.

10.1 Sharing of Programme and Operational Information

Relevant project information, including implementation progress, operational challenges, stakeholder feedback, emerging risks, major decisions, upcoming activities, and corrective actions, must be shared promptly with appropriate project team members and supervisors.

Information sharing should be timely and purposeful, enabling team members to coordinate their work, contribute to problem-solving, and make informed decisions.

Information must be shared on a need-to-know basis, taking into account confidentiality, safeguarding, personnel privacy, research ethics, contractual obligations, and applicable data protection requirements.

10.2 Major Stakeholder Communications

Major correspondence, meetings, commitments, and decisions involving government authorities, donors, UN agencies, development partners, research institutions, and other key stakeholders must be communicated to, or copied to, the relevant senior management personnel.

The Executive Director and relevant designated supervisors must be kept informed of significant communications, decisions, commitments, and emerging issues.

Staff members must not make commitments on behalf of RTMI beyond their delegated authority. Where immediate communication is necessary, staff may proceed within their assigned responsibilities and inform the relevant supervisor as soon as practicable.

10.3 Team Consultation and Decision-Making

RTMI encourages staff members to express professional opinions, share evidence, raise concerns, and suggest solutions in a constructive and respectful manner.

Senior team members are expected to consider relevant team inputs before making decisions within their delegated authority. The designated decision-maker will remain accountable for the final decision.

Consultation should improve decision quality and teamwork without creating unnecessary delays in implementation.

10.4 Confidential Information

The requirement to share information does not authorize unrestricted circulation of confidential information.

Sensitive financial, personnel, medical, safeguarding, complaints, research participant, donor-protected, or other restricted information must be shared only with authorized personnel through appropriate channels.

All staff members must comply with RTMI's applicable confidentiality, safeguarding, information security, and data protection requirements.

11. Project-Level Meetings and Management Reviews

All project directors, project managers, HFO, Deputy HFO, and designated team leaders must ensure that regular project-level coordination meetings are held. Meetings should include relevant programme, finance, administration, logistics, monitoring and evaluation, research, and field personnel, as appropriate to the project.

The following arrangements will apply:

- **Frequency:** At least one formal project management meeting each month, with more frequent meetings where required by project complexity, implementation risks, or donor obligations.
- **Agenda:** Review of implementation progress, activities against work plans, deliverables, staffing, procurement, expenditure, financial burn rates, cash requirements, reporting deadlines, risks, and outstanding decisions.
- **Documentation:** Minutes must record key discussions, decisions, responsible persons, deadlines, and follow-up actions.
- **Circulation:** Meeting minutes and action points must be shared with the relevant project team and designated senior management personnel within five working days.
- **Follow-up:** Unresolved issues, delays, significant risks, and matters requiring management intervention must be escalated promptly to the appropriate supervisor.

Project leaders are responsible for ensuring that meetings are purposeful, adequately documented, and followed by action.

12. Financial Monitoring and Budget Burn Rates

Programme implementation and financial management must be closely integrated. Programme and Finance and Accounts personnel are jointly responsible for monitoring project expenditure against approved budgets and implementation progress.

Each project team must regularly review:

1. Approved budget, expenditure to date, commitments, and remaining balances.
2. Budget burn rate against the implementation timeline and achievement of planned outputs.
3. Significant variances between planned and actual expenditure, including reasons for under-expenditure or over-expenditure.
4. Cash-flow requirements, upcoming procurement, staffing costs, and anticipated financial obligations.
5. Donor financial reporting deadlines and compliance requirements.
6. Required budget revisions, reallocations, or corrective actions, subject to the necessary approvals.

Financial burn rates must be reviewed at least monthly, with more frequent monitoring where necessary. Significant deviations, potential ineligible expenditure, delayed implementation, or risks to project completion must be reported promptly to the project director, Controller of Grants & Budget, and Executive Director, as appropriate.

Project teams must not incur expenditure beyond approved budget lines or authorized limits without the required prior approval. Financial monitoring must be based on reliable accounting records and reconciled information rather than estimates alone.

13. Delegation of Expenditure Approval Authority

To facilitate decentralized management, the Executive Director may delegate project and activity expenditure approval responsibilities to the designated Director, Management Advisor, DMA, or Project Director, according to the assigned project, activity, and approved delegation arrangements.

All delegated approvals must comply with the following conditions:

- Expenditure must be within the approved project budget, donor agreement, and authorized budget line.
- Applicable procurement, financial management, documentation, and internal control procedures must be followed.
- Budget availability, supporting documents, and compliance requirements must be verified before approval.
- Expenditure requiring higher-level approval, donor no-objection, budget revision, or special authorization must follow the applicable procedures.
- No individual may approve their own claims, payments, or transactions where doing so would create a conflict of interest.
- Financial review by the Controller of Grants & Budget and processing by the Finance and Accounts team will continue in accordance with their respective responsibilities.
- Delegated authority does not permit transfers between budget lines or amendments to donor commitments without the required authorization.

The detailed financial limits, approval matrix, and project-specific exceptions will be governed by RTMI's approved financial policies and written delegations issued by the Executive Director.

14. Reporting, Performance Monitoring, and Accountability

All unit heads, project directors, and designated team leaders must ensure timely submission of programme, financial, operational, and administrative reports in accordance with RTMI requirements and donor agreements.

Reports should cover:

- Progress against approved work plans, targets, and deliverables.
- Financial performance, expenditure, burn rates, and budget variances.
- Staffing, procurement, logistics, and operational requirements.
- Significant implementation challenges, risks, incidents, and corrective measures.
- Stakeholder engagement, compliance obligations, and reporting deadlines.
- Follow-up actions from management meetings and monitoring visits.

Senior management will periodically review institutional and project performance and provide guidance, support, and corrective direction where necessary.

Staff performance will be assessed against assigned responsibilities, agreed deliverables, professional conduct, teamwork, compliance with institutional policies, and contribution to organizational objectives.

15. Coordination, Escalation, and Conflict Resolution

Where responsibilities overlap or disagreements arise between departments, project teams, or reporting lines, the concerned personnel should first seek resolution through professional discussion and consultation with their immediate supervisors.

Issues that cannot be resolved at the operational level, or that involve material financial, contractual, legal, safeguarding, ethical, or reputational risks, must be escalated promptly to the appropriate senior management personnel or the Executive Director.

Urgent incidents involving staff or participant safety, suspected fraud, safeguarding violations, serious financial irregularities, or potential legal breaches must be reported immediately through the applicable reporting and incident management procedures.

No staff member should withhold material information about such risks from authorized management personnel.

16. Compliance with Institutional Policies and Donor Requirements

All staff members must comply with RTMI's approved policies and procedures, including those relating to finance, procurement, human resources, safeguarding, prevention of sexual exploitation and abuse (PSEA), gender equality, research ethics, conflicts of interest, whistleblowing, complaints and feedback mechanisms, information security, and the Code of Conduct.

Where donor agreements, government requirements, or applicable laws impose additional or more specific obligations, those requirements must be observed.

Any uncertainty or conflict must be referred to the Executive Director and the appropriate compliance personnel for clarification before action is taken.

17. Implementation and Transitional Arrangements

All unit heads and project leaders are responsible for communicating this Office Order to their respective teams and ensuring that the revised management arrangements are implemented effectively.

The following actions will be undertaken:

1. The revised staff designation list will be circulated separately.
2. An updated organizational organogram reflecting the approved reporting relationships will be issued in due course.
3. Relevant project reporting lines, responsibilities, approval arrangements, and communication protocols will be reviewed and aligned with this Order.
4. The Controller of Grants & Budget, in coordination with the Finance and Accounts team and the Executive Director, will ensure that the applicable financial approval matrix is communicated to concerned personnel.
5. The Director (Administration, HR and Logistics) will prepare recruitment guidelines and propose the formation or revision of relevant committees for approval by the Executive Director.
6. All project directors and unit heads will review their meeting schedules, reporting practices, financial monitoring arrangements, and outstanding management actions.
7. The HFO and Deputy HFO will review existing field-level coordination and reporting arrangements for Cox's Bazar and Bhasan Char and align them with this Order.
8. Any ambiguity regarding designation, reporting relationships, or delegated authority must be referred to the Executive Director for clarification.

Until the revised organogram and supplementary written delegations are issued, the responsibilities and reporting arrangements specified in this Order will guide implementation of the revised management structure, subject to existing approved policies and contractual obligations.

18. Staff Feedback and Management Review

RTMI values constructive feedback from its staff members. Comments, suggestions, or requests for clarification regarding the revised structure and management arrangements may be submitted to the Executive Director through the appropriate supervisory channel.

Management will periodically review implementation experience and may issue supplementary instructions where necessary to improve operational efficiency, coordination, accountability, staff productivity, and institutional performance.

All staff members are encouraged to contribute to a professional organizational culture based on mutual respect, information sharing, constructive feedback, collective learning, and results-oriented teamwork.

19. Effective Date and Supersession

This Office Order will come into effect on **15 October 2026** and will supersede the relevant provisions of the earlier Office Order dated **14 November 2024**, to the extent that they are inconsistent with this revised Order.

All concerned staff members are requested to extend their full cooperation in implementing the revised arrangements and strengthening RTMI's organizational effectiveness, teamwork, transparency, accountability, and institutional performance.

By Order of the Executive Director

Signature: 

Date: 04 October 2026

Chairperson

Research, Training and Management International (RTMI)
Dhaka, Bangladesh

Distribution

1. Chairperson, Executive Board
2. Chief Advisor, RTMI
3. Management Advisors and Deputy Management Advisor
4. All Directors and Additional Directors
5. Controller of Grants & Budget
6. Deputy Director (Finance & Accounts)
7. Head of Field Operations and Deputy Head of Field Operations
8. All Project Directors, Project Managers, and Unit Heads
9. All Head Office and Field Office Staff
10. RTM-HRDC and RTM Hospital and Diagnostic Centre, Sylhet
11. Office File