

**WORKSHOP REPORT**

# **Inclusive Governance and Social Accountability (IGSA), Khulna**

**21 December 2019**

**Khulna, Bangladesh**

**ORGANISED BY:**

**CABINET DIVISION  
PLATFORMS FOR DIALOGUE (P4D)**

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This workshop report summarises the proceedings of a workshop on Inclusive Governance and Social Accountability (IGSA) conducted on 21 December 2019 at Hotel City Inn, Khulna. This report is not intended to be a comprehensive document on the subject. It reflects the major insights, thoughts, and directions of the participants at the time of the workshop. The review of this material does not imply P4D's endorsement of factual accuracy or opinion. The P4D Project and authors disclaim any liability in connection with the use of this information.

## Acknowledgement

Platforms for Dialogue (P4D) Project would like to thank **Mr. Khandker Anwarul Islam**, (Cabinet Secretary to the Government of the Peoples Republic of Bangladesh) for his unconditional for the event. Our profound gratitude goes to Sheikh Mujibur Rahman ndc, (Secretary, Coordination & Reform (C&R), Cabinet Division) for his continuous guidance and support. We are particularly grateful to Dr. Md. Anwar Hossain Howlader (Commissioner, Khulna Division, Officers of Divisional Commissioner's Office Khulna), the officers of the Cabinet Division, the Deputy Commissioner of Khulna, officers of the DC Office Khulna, the British Council Bangladesh, as well as P4D Project's staff members, for their relentless support to hold this workshop.

P4D Project would like to especially thank Mr. A S M Mahbubul Alam (former Secretary to the Government) and his associates, whose expertise and support contributed greatly to the development and delivery of this workshop and the compilation of this report.

We would also like to thank the members of the event management team, the communications team, and everyone else who make this event possible.

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## Executive Summary

### IGSA Workshop in Khulna

A knowledge-sharing workshop on Inclusive Governance and Social Accountability (IGSA) was successfully held on 21 December 2019 at Hotel City Inn, Khulna. The one-day workshop aimed to help participating civil servants build their leadership skills and acquire the knowledge of inclusive governance, as well as to sensitise them to social accountability policy instruments. The above were done in order to:

- facilitate effective participation of citizens and member of the civil society in decision-making processes; and
- strengthen the social accountability mechanism in Khulna Division.

Moreover, one of the main objectives of organising the workshop was to gather recommendations from the participants at the regional level on social accountability tools, in particular, the Citizen's Charter and the Grievance Redress System for further improvement. Another objective was to develop a collaborative culture among civil servants and members of CSOs, non-governmental organisations, and the like.

The workshop was divided into two parts: inaugural session and workshop session.

In the inaugural session, the participants were given a keynote presentation on 'Inclusive Governance and Social Accountability Mechanism'.

In the working session, a total 12 groups of participants had in-depth discussions on the use of Citizen's Charter and the Grievance Redress System (GRS) in Bangladesh. The interactive exercise was designed to help participants generate ideas and come up with recommendations. These recommendations not only represented the view of workshop participants but also offered possible avenues for future discussions and possible actions.

The event was attended by: Sheikh Mujibur Rahman ndc (Chief Guest; Secretary, Coordination & Reform, Cabinet Division, the Government of the People's Republic of Bangladesh), Dr. Md. Anwar Hossain Howlader (Special Guest, Commissioner, Khulna Division), Mr. Sultan Ahmed (Additional Secretary of Cabinet Division and Project Director of P4D Project). Other attendees included: the divisional heads of government departments/Focal Points of Khulna Division; participants from Khulna District, Satkhira District, Jessore District, Chuadanga District, Narail District, Bagerhat District, Magura District, Jhenaidah District, Kushtia District, and the Meherpur District; representatives of development partners, the academia, LGIs, the British Council, civil society organisations, the print and electronic media, and the officers and consultants of P4D project.

## Obstacles to Implementing IGSA Tools

The 117 participants identified 95 obstacles to the implementation of the GRS and the Citizen's Charter and came up with recommendations to overcome these challenges. The graph below shows the obstacles mentioned; the obstacles were grouped into 9 categories and the percentages next to them indicate the proportions of participants seeing them as concerns.

A majority of the participants (~60%) thought that a lack of adequate **public awareness-raising campaigns** had impeded the implementation of social accountability tools, such as the Citizen's Charter (CC) and the Grief Redress System (GRS) in Khulna Division. A similar obstacle – a lack of publicity campaigns – was considered by almost half (50%) of the participants as an obstacle to implementing the IGSA tools in Khulna. In this regard, the participants suggested that more awareness-raising campaigns and promotional activities should be organised.

Regular and careful **monitoring** was needed for ensuring proper implementation of the Citizen's Charter and GRS, according to at least 40% of participants. A lack of appropriate feedback mechanisms for service receivers, such as service corners or service rating systems, was seen as a barrier to implementing IGSA tools, in particular, the CC and GRS at the Divisional or District levels; roughly one-third (33%) of the participants held this view.

One-fourth (25%) of the participants opined that a lack of **logistical support**, including sufficient human resources and finances, was a concern regarding the implementation of the IGSA tools in Khulna. Also, one-fourth of the participants believed that a lack of **ICT-related knowledge** among service receivers was a problem in the implementation of the IGSA tools at the field level.

The service providers' and service receivers' **traditional mindset** (e.g., a lack of trust in service providers, a lack of self-confidence and fear of harassment) was also considered by one-fourth of the participants as a stumbling block. To overcome this, the participants felt that more training for public service providers and more awareness-raising campaigns for service receivers would be needed. In addition, more resources should be allocated in this regard. An equally large proportion of the participants agreed that people lacked a **sense of ownership of the IGSA tools**, in particular, the CC & GRS, and it was holding back the implementation of the tools.

Only 15% of participants accepted that an absence of **reward and punishment systems** for public service providers was hindering the implementation of the IGSA tools. A same proportion of participants (15%) opined that a lack of **training programmes for service providers** on implementing the IGSA tools was a hurdle.

Lastly, the administrative culture was also considered to be an obstacle to the effective implementation of accountability tools in Bangladesh. Participants said that public servants were unwilling to share success and that they tended to blame others as they worried about their career

progression. In relation to that, an absence of performance-based evaluation of officers was also seen as an issue.

## **Recommendations Made by Participants**

To address the issues related to the implementation of the **Citizen's Charter** above, the participants said a monitoring mechanism, including a client feedback system, should be established. Participants emphasised that the provision of online or paper feedback forms, as well as a supporting report system, would be crucial. The monitoring mechanisms should be strengthened using digital devices, according to the participants; this could ensure that there would be little scope for avoiding the Charter and the use of discretion by public servants. The Citizen's Charter Committee should also be made more effective and a link between inspection reports and the Citizen's Charter should be established.

Equally importantly, the establishment of a third-party monitoring system was suggested by the participants as a possible solution. The effectiveness of such a system was initially questioned by the participants; they then agreed that it would be vital because it could ensure the system's fairness and trustworthiness. The monitoring team should consist of members from a ministry or department that is not involved in the delivery of services that are monitored, according to the participants. The team should also have members of CSOs and the media.

Moreover, the participants recommended that awareness-building and training programmes for service providers should be made compulsory. Some participants suggested that public participation and public hearing should also be made compulsory.

The participants suggested that the following steps should be taken to ensure peoples' participation in preparing a Citizen's Charter:

- Prepare a comprehensive list of services;
- Identify stakeholders/clients while draft the Citizen's Charter;
- Collect feedback from related organisations;
- Revise the draft;
- Make amendments to the draft in a public hearing;
- Approve the Citizen's Charter;
- After gaining approval from the authority, display this list somewhere visible to the public.

To ensure people's participation in the process, awareness building campaigns should be organised and regular feedback should be collected by making calls and organising committee meetings.

Citizen satisfaction was seen as important and the participants agreed that relevant information should be collected regularly. To do so, the participants suggested that feedback boxes and comment registers should be placed in officers, and scorecards and citizen feedback cards should

be offered both in offices and online. Feedback should be collected immediately after service delivery. Regular surveys conducted by a third-party was also suggested by the participants.

As mentioned above, the main barriers to the implementation of the **Grievance Redress System (GRS)** in Khulna Division were: the mindsets of both public servant and service recipient; a lack of awareness; a lack of public education; and a lack of feedback mechanism.

To overcome these challenges, the following suggestions were made:

- Change the attitudes of public servants;
- Increase the awareness of the GRS using publicity campaigns targeting stakeholders;
- Encourage people's participation;
- Inform complainants of the actions taken; and
- Adopt an open-door policy.

A serious obstacles to successfully implementing the GRS was that complainants were at times harassed by public servants and their supporters. The participants therefore suggested that sufficient protection should be offered to complainants. A public hearing was also considered to be helpful, as officers would need to explain their wrongdoings and make improvement suggestions. Moreover, engaging (and allowing) social actors, the print and electronic media, CSOs, and NGOs to help member of public in seeking redress was considered to be a possible solution.

With regards the monitoring of the GRS in Bangladesh, the workshop suggested the following:

- Teach the public about the GRS mechanism and how to use it, using electronic, print, and social media;
- Adopt uniform reporting;
- Establish an effective evaluation system;
- Include the GRS in monthly meetings as an agenda item;
- Make use of public hearings; and
- Introduce a reward and punishment system for implementing the GRS.

As for **ensuring inclusive governance**, the participants emphasised the importance of raising building public awareness, with the use of media campaign and meetings with parents and students, as well as involving local government institutions, CSO, and NGOs and ensuring women's participation. Other suggested measures included:

- Organising consultation meetings and having dialogue with citizens;
- Organising effective public hearings and yard meetings;
- Building the capacity of service providers;
- Changing the mind-sets of service providers and receivers;
- Conducting proper monitoring; and
- Providing skilled manpower, equipment, and maintenance services.

## **Background**

Platforms for Dialogue (P4D) is an European Union-funded project that, in partnership with the Cabinet Division, builds rights awareness, promotes democratic ownership of citizens in policy and practices, and supports government officials to be abler in achieving inclusive and responsive governance. Implemented through the British Council, the project is a unique initiative that addresses both the demand and supply ends of reforms.

P4D's key interventions are capacity building events for local civil society organisations and representatives of local government bodies. At the national level, P4D supports government institutions to deliver on the ambitions set out in the 7th Five Year Plan and the policies centred around the National Integrity Strategy, the Right to Information Act 2009, the Citizen's Charters and the Grievance Redress System.

P4D aims to promote a more enabling environment for the effective engagement and participation of citizens and the civil society in decision making and oversight. To achieve these aims, it is important to ensure that the public and civil servants recognise the roles of civil society and, accordingly, work proactively to engage civil society organisations (CSOs) on both national and local levels. To that end, public officials need to exercise inclusive leadership and governance as well as to effectively use social accountability tools. The Platforms for Dialogue (P4D) project organises capacity building events for government officials, decision makers, representatives of CSOs, and other stakeholders to increase the accountability and responsiveness of the government.

The IGSA Workshop Khulna is a Regional level intervention of the P4D Project to achieve its goals.

## **Objectives**

The two main objectives of the IGSA workshop Khulna were: to build leadership and inclusive governance skills of civil servants, and to sensitise them to social accountability policy instruments, in order to:

- Improve government's responsiveness and accountability;
- Facilitate effective participation of the citizens and civil societies in the decision-making process, and;
- Strengthen the social accountability mechanism in Bangladesh.

Additionally, the IGSA Workshop Khulna also aimed to gather recommendations from its participants on social accountability tools, in particular the Citizen's Charter and the Grievances

Redress System in Bangladesh. The workshop also aimed to develop a collaborative culture among civil servants and members of CSOs, non-governmental organisations and the like.

## About Khulna Division

Khulna Division is one of the eight divisions of Bangladesh. It has an area of 22,285 km<sup>2</sup> and a population of 15,563,000, according to the 2011 Census. Its headquarters is Khulna city in Khulna District. The division was formed in 1960. Khulna Division is also divided into ten districts, namely the Khulna, Satkhira, Jashore, Chuadanga, Narail, Bagerhat, Magura, Jhenaidah, Kushtia and Meherpur.

P4D's key intervention is the organisation of capacity building activities for local civil society organisations and representatives of local government bodies in all 21 districts. The project seeks to improve the responsiveness and accountability of the government through, on the one hand, building the capacity of government officials and decision makers and, on the other, engaging CSOs in training and other capacity building events.

The IGSA Workshop Khulna is a local level intervention of P4D Project with the same aims mentioned above. In addition, it aims to increase CSOs' ability to influence government policy and practice.



## Inaugural Session

The inaugural session of the workshop started with opening remarks made by Mr. Sultan Ahmed, the Additional Secretary of the Reforms Wing of the Cabinet Division and the Project Director of the P4D Project. He welcomed all participants and introduced to them the overall objectives of the workshop which was, first, to help civil servants and CSO representatives build leadership skills and acquire the knowledge of inclusive governance and, second, to sensitise them to social accountability tools.

“One of the main objectives of organising the IGSA Workshop Khulna is to gather recommendations from the participants on the implementation of social accountability tools, in particular, the Citizen’s Charter and the Grievances Redress System, in Bangladesh.”

**Sultan Ahmed**  
Additional Secretary, Reform Wing,  
Cabinet Division  
&  
Project Director, P4D Project



On behalf of the P4D team, Mr. Arsen Stepanyan, the Team Leader, presented to the audience the general overview of the P4D Project. He highlighted that P4D aimed to strengthen a sense of democratic ownership, to improve the accountability mechanisms in Bangladesh and to promote a more enabling environment for the effective engagement and participation of citizens and the civil society in decision-making and the use of accountability mechanisms.



## Expected Results of P4D



## P4D Project Activities as per Expected Results

1. Stronger Civil Society	2. Better Governance	3. Partnership for Dialogue
<ul style="list-style-type: none"><li>• Multi Actor Partnerships</li><li>• Social Action Projects</li><li>• Community Resource Centres</li><li>• Public Education</li><li>• CSO Quality Standards</li><li>• Regional &amp; National Civil Society Forums</li></ul>	<ul style="list-style-type: none"><li>• Support to Senior Civil Servants (inclusive Governance)</li><li>• APA Capacity Building</li><li>• Leadership Development</li><li>• New Training Programmes</li><li>• Trainings on SA Policies</li><li>• Strategic communications</li></ul>	<ul style="list-style-type: none"><li>• Better Citizen's Charters</li><li>• New GRS</li><li>• Policy Monitoring and Improvements</li><li>• Identifying mutual engagement formats</li><li>• Policy forums and consultations</li></ul>

Mr. Arsen Stepanyan also described the expected results of the project (see above) and explained how the project activities could help achieve these results and add value to the existing systems in Bangladesh. He said that P4D Project was unique in that it was creating a culture of collaboration between the CSOs and the civil servants in Bangladesh.

“One of the main objectives of IGSA Workshop, Khulna is to help civil servants to build their leadership skills and acquire knowledge of inclusive governance and social accountability policy instruments.”

**Mr. Arsen Stepanyan**  
Team Leader  
Platforms for Dialogue



Dr. Md. Anwar Hossain Howlader, the Commissioner of Khulna Division, attended the workshop as a Special Guest. He explained in his speech that social accountability is a process of constructive engagement between citizens and the government to check the conduct and performance of public officials and service providers. Social Accountability Tools help citizens to connect to the government, and to reinforce basic human rights, including the right to be heard (voice), the right to expression (information), the right to association (organisation), and the right to negotiate for change (participation).

There are two driving forces of social accountability: citizen groups, who are the direct beneficiaries of public services, and the government, which provides the space for citizen participation in governance. Since citizens have a direct stake in the allocation and use of public resources, they are inherently motivated to participate in government’s decision-making process. The goal of constructive engagement is to establish honest, involved, and sustained partnerships that create space for continuous dialogue and negotiation.

The Special Guest also said that the activities undertaken by P4D Project were very much consistent with Sustainable Development Goal 16 towards promoting peaceful and inclusive societies for sustainable development, providing access to justice for all, and building effective, accountable, and inclusive institutions at all levels”.

“I believe that the work we will do here together and the knowledge and insight that will be shared during this workshop will contribute to a wider public use of social accountability tools, so that the service receivers feel more supported when using the services provided by the Government institutions in Khulna Division.”

**Dr. Md. Anwar Hossain Howlader**  
Commissioner, Khulna Division



Sheikh Mujibur Rahman ndc (Secretary, Coordination & Reforms, Cabinet Division, Government of the People’s Republic of Bangladesh) attended the workshop as a Special Guest. He thanked the European Union for funding the project and said that the partnership between the European Union and the Government of Bangladesh improved the overall governance. He then expressed his determination to work with the civil society. ‘We all recognise that good institutions are founded on the principles of accountability, transparency, and impartiality. That is why the Government wants to engage with the civil societies, recognizing mutual responsibilities and complementarity of mandates,’ said Sheikh Rahman.

He said that the idea of civil society as it was understood by the Government was not confined to non-governmental organisations. Rather, civil society was considered as encompassing religious establishments, community-based organisations, NGOs, networks and associations, trade unions, and media organisations. He said that these organisations ‘have a role to play in promoting prosperity as the nation faces the challenges of the future’, adding that the government would work with them ‘in a spirit of mutual respect to make inclusive governance processes work in the national interest.’

“P4D Project is helping to continue the positive traditions of promoting collaboration between civil servants and the the civil society. I hope that this workshop will help civil servants in Khulna improve leadership skills and learn more about social accountability policy instruments.’

**Sheikh Mujibur Rahman ndc**  
Secretary, Coordination & Reforms,  
Cabinet Division,  
Government of the People’s Republic of Bangladesh



At the end of the inaugural session, Mr. Mohammad Helal Hossain, the Deputy Commissioner & District Magistrate of Khulna, delivered his vote of thanks.

‘We enjoyed the speeches of our very honoured guests on Inclusive Governance and Social Accountability and have gained new insights into the social accountability tools. These thoughts, observations, experiences and knowledge sharing will guide us in ensuring inclusive governance and implementing social accountability tools.’

**Mohammad Helal Hossain**  
Deputy Commissioner (DC)  
Khulna, Khulna





## Keynote Presentation on IGSA Mechanisms

Mr. A. L. M. Abdur Rahman, ndc (former Secretary to the Government and former Rector of BPATC) gave a presentation on IGSA mechanisms in the plenary session of the workshop.

In his presentation, he defined governance and differentiated between good governance, bad governance, and good enough governance. He then looked into the idea of inclusive governance, which, to him, meant that diverse voices from all levels of society would be incorporated. Also, the government's decision-making process should involve citizens and allow them to share their ideas freely and influence the process both on national and global levels. Inclusive governance



The speaker mentioned that inclusive governance means, on the one hand, incorporating diverse voices from all levels of the society in policy making and, on the other, bringing decision-makers closer to citizens so that citizens can share ideas at the national and global levels. The presenter explained in details the rationale of inclusive governance and how it would benefit the country. In particular, he pointed out that inclusive governance would develop community resilience, reduce chances of conflict, help alleviate poverty, enhance citizen participation, help make better decisions, and ensure efficient public service delivery.

The presenter then illustrated the concept of social accountability and the interconnections between inclusive governance, social accountability, and presumptions of social accountability for government and citizens.

He then explained how inclusive governance social accountability (IGSA) tools could promote inclusive governance. He gave an account of the development of social accountability tools,

including the legal steps and administrative initiatives taken so far for social accountability, as well as the implementation of the social accountability tools, in Bangladesh. In particular, he focused on two important social accountability tools, namely the Citizen's Charter and the GRS. He further explained the obstacles posed to the implementation of these two tools.

Last but not least, the presenter how P4D was helping the government to achieve inclusive governance. The initiatives included strengthening governance systems to support decentralisation, increasing citizens' participation, promoting further inclusiveness in Bangladesh's growth, and consolidating democratic processes..



Figure: Some Social Accountability tools are being used in Bangladesh



Figure: Keynote Presenter Mr. A. L. M. Abdur Rahman, ndc,

## Working Session

### Format

Following the keynote presentation was the work session wherein participants were divided into 12 groups of 8 to 13 to have in-depth discussions about the social accountability tools, in particular the Citizen's Charter and the Grievance Redress System. The participants were given relevant discussion questions and were joined by facilitators who helped frame the discussions. In the brainstorm session, they were guided to first identify obstacles to the implementation of social accountability tools and then come up with practical recommendations to overcome the obstacles.

The brainstorm session was followed by group presentations, in which the group leaders presented the recommendations collected in their discussions. After each presentation, the audience was invited to ask questions.

Both the 50-minute discussion session and the ensuing group presentation session were moderated by Md. Nazmul Huda Siddiqui (Joint Secretary, Project and Research Branch) of Cabinet Division of the Cabinet Division.

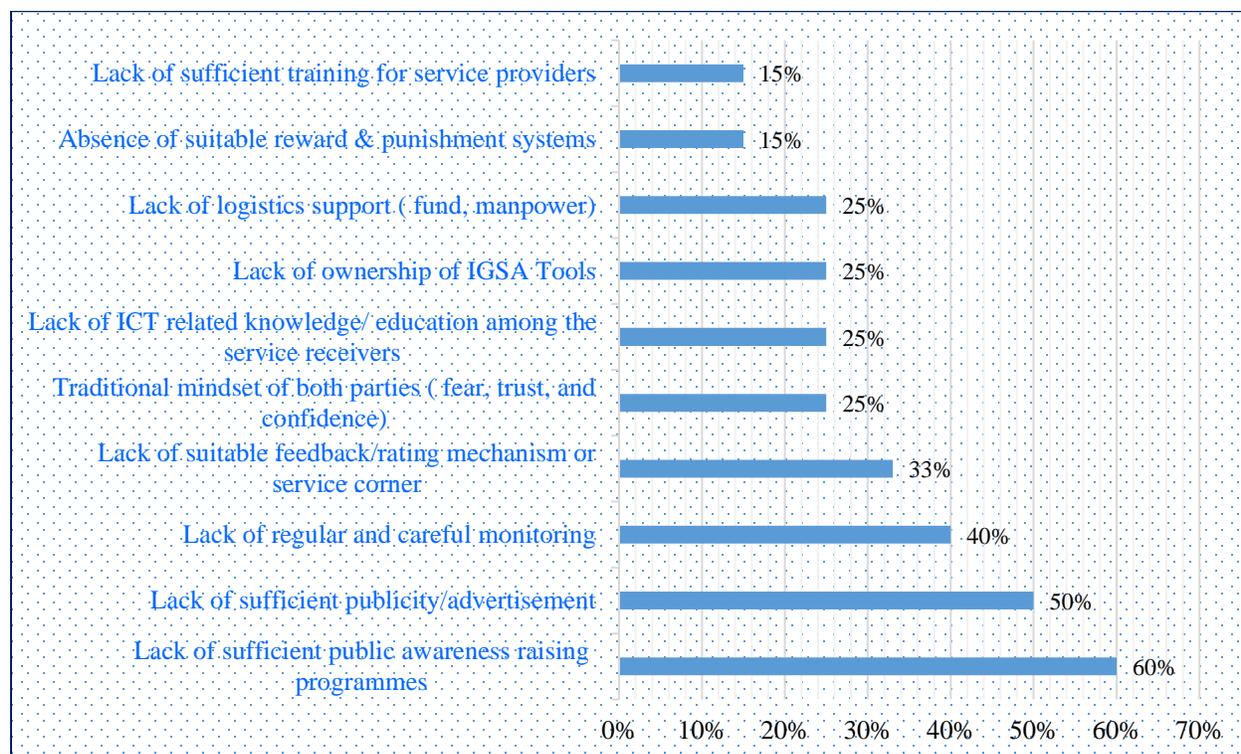
The workshop enabled participants from Khulna to gain a deeper understanding of social accountability policy instruments and inclusive governance in Bangladesh. The activities were also designed to help them build leadership skills. Perhaps more importantly, in the workshop, the participants had opportunities to ask questions, to discuss the IGSA tools and relevant issues with each other and keynote presenter, and to work in groups to identify achievable solutions.



## Analysis – Obstacles

This section of the report provides an analysis of the obstacles and recommendations identified by the participant in the working session.

The 117 participants identified 95 obstacles to the implementation of the GRS and the Citizen’s Charter and came up with recommendations to overcome these challenges. The graph below shows the obstacles mentioned; the obstacles were grouped into 9 categories and the percentages next to them indicate the proportions of participants seeing them as concerns.



A majority of the participants (~60%) thought that a lack of adequate **public awareness-raising campaigns** had impeded the implementation of social accountability tools, such as the Citizen’s Charter (CC) and the Grief Redress System (GRS) in Khulna Division. A similar obstacle – a lack of publicity campaigns – was considered by almost half (50%) of the participants as an obstacle to implementing the IGSA tools in Khulna. In this regard, the participants suggested that more awareness-raising campaigns and promotional activities should be organised.

Regular and careful **monitoring** was needed for ensuring proper implementation of the Citizen’s Charter and GRS, according to at least 40% of participants. A lack of appropriate feedback mechanisms for service receivers, such as service corners or service rating systems, was seen as a barrier to implementing IGSA tools, in particular, the CC and GRS at the Divisional or District levels; roughly one-third (33%) of the participants held this view.

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Khulna. Also, one-fourth of the participants believed that a lack of **ICT-related knowledge** among service receivers was a problem in the implementation of the IGSA tools at the field level.

The service providers' and service receivers' **traditional mindset** (e.g., a lack of trust in service providers, a lack of self-confidence and fear of harassment) was also considered by one-fourth of the participants as a stumbling block. To overcome this, the participants felt that more training for public service providers and more awareness-raising campaigns for service receivers would be needed. In addition, more resources should be allocated in this regard. An equally large proportion of the participants agreed that people lacked a **sense of ownership of the IGSA tools**, in particular, the CC & GRS, and it was holding back the implementation of the tools.

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## **Analysis - Recommendations**

To address the issues related to the implementation of the **Citizen's Charter** above, the participants said a monitoring mechanism, including a client feedback system, should be established. Participants emphasised that the provision of online or paper feedback forms, as well as a supporting report system, would be crucial. The monitoring mechanisms should be strengthened using digital devices, according to the participants; this could ensure that there would be little scope for avoiding the Charter and the use of discretion by public servants. The Citizen's Charter Committee should also be made more effective and a link between inspection reports and the Citizen's Charter should be established.

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- Prepare a comprehensive list of services;
- Identify stakeholders/clients while draft the Citizen's Charter;
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Citizen satisfaction was seen as important and the participants agreed that relevant information should be collected regularly. To do so, the participants suggested that feedback boxes and comment registers should be placed in officers, and scorecards and citizen feedback cards should be offered both in offices and online. Feedback should be collected immediately after service delivery. Regular surveys conducted by a third-party was also suggested by the participants.

As mentioned above, the main barriers to the implementation of the **Grievance Redress System (GRS)** in Khulna Division were: the mind-sets of both public servant and service recipient; a lack of awareness; a lack of public education; and a lack of feedback mechanism.

To overcome these challenges, the following suggestions were made:

- Change the attitudes of public servants;
- Increase the awareness of the GRS using publicity campaigns targeting stakeholders;
- Encourage people's participation;
- Inform complainants of the actions taken; and
- Adopt an open-door policy.

A serious obstacles to successfully implementing the GRS was that complainants were at times harassed by public servants and their supporters. The participants therefore suggested that sufficient protection should be offered to complainants. A public hearing was also considered to be helpful, as officers would need to explain their wrongdoings and make improvement suggestions. Moreover, engaging (and allowing) social actors, the print and electronic media, CSOs, and NGOs to help member of public in seeking redress was considered to be a possible solution.

With regards the monitoring of the GRS in Bangladesh, the workshop suggested the following:

- Teach the public about the GRS mechanism and how to use it, using electronic, print, and social media;

- Adopt uniform reporting;
- Establish an effective evaluation system;
- Include the GRS in monthly meetings as an agenda item;
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- Introduce a reward and punishment system for implementing the GRS.

As for **ensuring inclusive governance**, the participants emphasised the importance of raising building public awareness, with the use of media campaign and meetings with parents and students, as well as involving local government institutions, CSO, and NGOs and ensuring women's participation. Other suggested measures included:

- Organising consultation meetings and having dialogue with citizens;
- Organising effective public hearings and yard meetings;
- Building the capacity of service providers;
- Changing the mind-sets of service providers and receivers;
- Conducting proper monitoring; and
- Providing skilled manpower, equipment, and maintenance services.

## Closing Session

In the closing session of IGSA Workshop Khulna, Kazi Zebunnessa Begum (Government Engagement and Sustainability Lead of P4D Project & Additional Secretary to the Government of Bangladesh) thanked all participants attending the workshop. She assured all participants that their recommendations would be considered carefully and taken further.

Mr. ASM Mahbubul Alam (National Consultant on IGSA Tools, P4D Project) also thanked the participants for attending the workshop and expressed his gratitude to the stakeholders for their cooperation to make the workshop a success.

Mr. Sultan Ahmed (Additional Secretary of Cabinet Division and Project Director, P4D Project) made a concluding remark. He expressed his gratitude to all guests, his colleagues from the Cabinet Division, and representatives of government and non-governmental departments and agencies, training institutes, the academia, and CSOs for attending the workshop. He also thanked the representatives of the media for bridging this event with wider audience of Bangladesh.



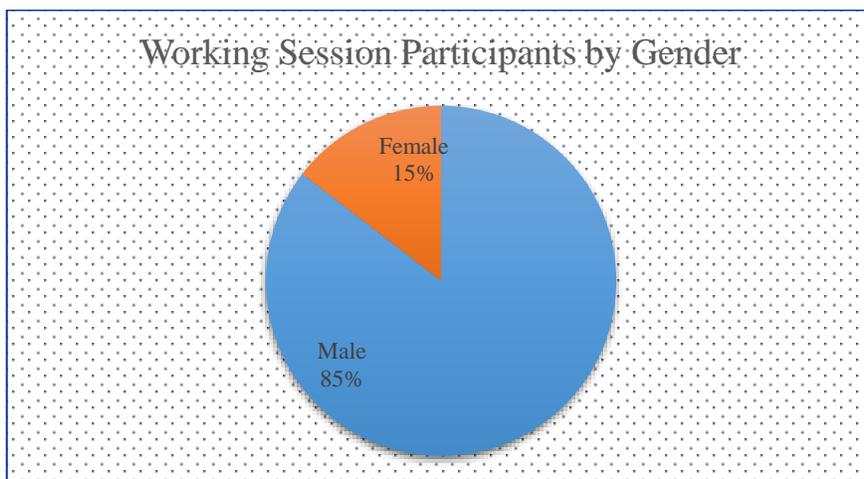
## Next Steps

It was agreed by all stakeholders that follow-up actions would be important. In this regard, several practical steps were suggested to build on the work started and to maintain the progress:

- Evaluate the recommendations made and implement as many as possible;
- Follow up with Platforms for Dialogue (P4D) Project's colleagues to monitor the progress towards short- and long-term goals;
- Establish a knowledge-sharing network consisting of GRS or CC focal points/representatives/officers, who participated in the workshop;
- Organise more workshops to familiarise civil servants, government officials, and representatives of CSOs at the divisional, district and field levels with social accountability policy instruments and the concept of inclusive governance, as well as to build their leadership skills;
- Share the information and experiences collected in the IGSA Workshop Khulna; and
- Disseminate the IGSA Workshop Khulna report.

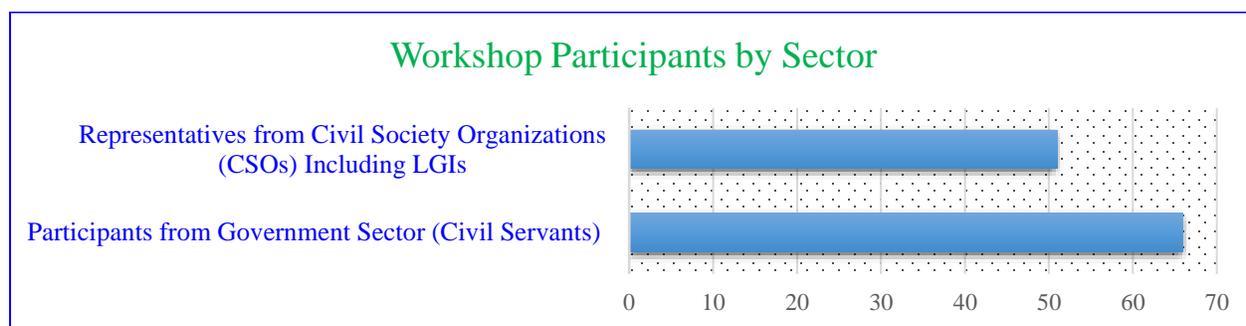
## Attendance by Gender and Sector

In the working session of the IGSA Workshop Khulna, there were in total 117 participants, excluding the 12 facilitators and a moderator. There were 25 (15%) female participants and 100 (85%) male participants.



The working session's participants from Khulna Division were with different professional backgrounds. There were:

- Civil servants;
- Decision-makers of the local government
- Focal points of the GRS and the Citizen's Charter;
- Representatives of the academia; and
- Representatives of LGIs, CSOs, in particular, those who had responsibilities related to the GRS & CC.



In the working session of the workshop, 66 out of the 117 participants were from the government sector (almost all of them were civil servants), while the total number of CSO representatives was fifty one (51). In this analysis, CSOs representatives include those of the NGOs, the print and electronic media, the private sector, Local Government Institutes (LGIs), and other related participants.



The inaugural session was attended by 248 people in total, and the table below provides further information.

<b>Chief Guest + Key Note Presenter + Special Guests+ Chair Person+ Moderators</b>	<b>7</b>
<b>Divisional Com. Office (7) &amp; Rep. from Divisional Offices (43) + Other Focal Points of Khulna Div. ( Except for Khulna District) 15</b>	<b>65</b>
<b>Khulna District</b>	<b>61</b>
<b>Representatives from NGO</b>	<b>13</b>
<b>CSO Representatives British Council</b>	<b>26</b>
<b>Public &amp; Private University/College</b>	<b>14</b>
<b>Training Institute</b>	<b>7</b>
<b>Print &amp; Electronic Media</b>	<b>13</b>
<b>Cabinet Division (11)+ P4D Office (Gulshan 12) + British Council+ Logistics (20)</b>	<b>42</b>
<b>Total</b>	<b>248</b>

## Appendix A: Working Session Design and Facilitation

A number of moderation mechanisms were adopted to promote interactions in the working session, to allow for a qualitative exchange of information among participants, and to reach a consensus on solid recommendations regarding the implementation of the Citizen's Charter and the Grievance Redress Systems in Bangladesh.

### Brainstorming Session:

The participants were divided into 12 groups (6 on the Citizen's Charter and 6 on the Grievance Redress System) in the second session of the workshop. Each group comprised of around 6-12 individuals for brainstorming ideas and making recommendations for the following steps. 12 pre-briefed facilitators joined the groups to promote the discussions. Two moderators were also present to direct the entire working session.

The discussion session were 50 minutes long. In the session, the groups of participants were given questions on the IGSA tools for discussions. Each group had a team leader to choose the best five suggestions for presentation in the plenary session.

### Plenary Session:

In this phase, the team leader of each group presented to the audience the solid suggestions assembled in the brainstorming session. After each group's presentation, the floor was open for questions. The discussions aimed to enhance participation in public decision-making processes in an effective, transparent, and non-discriminatory manner.



Facilitators were being briefed by the moderators before the working session

Both the brainstorming and group presentation sessions were moderated by **Md. Nazmul Huda Siddiqui** (Joint Secretary, Project and Research Branch, Cabinet Division). He played a key role

in making the sessions interactive and participatory. He guided the facilitators, monitored the group discussion session, and summed up the findings of the group presentation session.

### **Facilitation Techniques:**

A facilitator's primary duty was to help a group of participants to understand the common objectives and assist the participants to plan how to achieve the objectives. In the process, the facilitator remained 'neutral'. The facilitators used several facilitation techniques such as providing briefs of discussions to participants before the discussions, encouraging questioning, and encouraging expression of ideas, guiding group discussions, and so forth. The roles of the working session's facilitators were:

- To facilitate group discussion;
- To ensure every participant contributed;
- To keep the discussion on track (this means tactfully cutting short irrelevant discussions, preventing detours, and maintaining a consistent level of details throughout the session);
- To assist in making the session interactive and participative (The facilitators created and maintained a safe and open environment for sharing ideas).
- To keep track of the time;
- To motivate participants (He/she established momentum and keep the pace of discussion.)
- To follow moderator's instructions.

### **List of facilitators:**

SL	Name	Designation	Office
1.	Ms. Ishrat Jahan	Deputy Director, Local Government (DDLG),	DC Office, Khulna
2.	Ms. Khandker Sadia Arafin,	Deputy Secretary, Administrative Reforms Branch,	Cabinet Division
3.	Mr. Mohammad Wahiduzzaman Khan	Sr. System Analyst, ICT Cell,	Cabinet Division
4.	Md. Mokhlesur Rahman	Deputy Secretary, Good Governance Branch (Additional Charge) & APD, P4D	Cabinet Division
5.	Debprosod Paul	Deputy Director, Local Government	DC Office, Bagerhat
6.	Md. Noor-e-Alam	Deputy Director, Local Government	DC Office, Jashore
7.	Mrinal Kanti Dey	Deputy Director, Local Government	DC Office, Kushtia
8.	Ziaur Rahman	Additional Deputy Commissioner (General)	DC Office, Khulna

9.	Golam Mainuddin Hassan	Additional Deputy Commissioner (Education & ICT)	DC Office, Khulna
10.	Md. Iqbal Hossain	Additional Deputy Commissioner (L A)	DC Office, Khulna
11.	Saroar Ahmed Saleheen	Additional Deputy Commissioner (Revenue)	DC Office, Khulna
12	Mr. Sayed Robiul Alam	Additional Divisional Commissioner (Development),	Divisional Commissioner Office, Khulna

### Workshop presenters:

#### Mr. A. L. M. Abdur Rahman ndc

Mr. A. L. M. Abdur Rahman ndc (former Secretary to the Government and former Rector, Bangladesh Public Administration Training Centre (BPATC)) has a wide range of working experiences with different capacities within the Government of Bangladesh. In his long career, Mr Rahman actively conducted, presented, and participated in many international and national workshops, seminars, regional, and bi-lateral and multilateral meetings on trade negotiations in the country and abroad.

“Social Accountability (SA) is a process of engaging citizens, CSO representatives, and the government to hold public officials, politicians, and service providers accountable for their conduct. It is necessary because public resources are used in service delivery, improving community welfare, and protecting people's rights.”



#### A. L. M. Abdur Rahman ndc

Former Secretary to the Government and Former  
Rector, BPATC  
&  
Keynote Presenter  
IGSA Workshop, Khulna

#### Arsen Stepanyan

Mr. Arsen Stepanyan is a civil society practitioner and currently the Team Leader, Platforms for Dialogue (P4D) Project, Bangladesh. He has extensive experience in providing consultations to a number of governmental and non-governmental agencies on constituency relations, public participation in and transparency of decision-making processes, and other civil society related matters. On the national level, he has worked with the Armenian parliament, different executive agencies, and local government institutions, as well as media and non-profit organisations.

“The overall objectives of the P4D are to strengthen democratic ownership and to improve the accountability mechanisms in Bangladesh.”

**Mr. Arsen Stepanyan**  
Team Leader,  
Platforms for Dialogue (P4D)



## Appendix B: Participant Grouping

\*Name is NOT listed based on seniority

### CC Group 1

<b>Question 1 (CC)</b>	<b>What are the main challenges (Identify at least 5) of implementation of Citizen's Charter in Bangladesh for ensuring inclusive governance? Please suggest steps to overcome the challenges?</b>
<b>Facilitator's Name</b>	Ms. Ishrat Jahan, Deputy Director, Local Government (DDLG), DC Office, Khulna
<b>SL</b>	<b>Name, Designation &amp; Organisation of the Participant</b>
<b>1.</b>	Mr. Ahmed Ziaur Rahaman, Upazila Nirbahi Officer, Botiaghata, Khulna
<b>2.</b>	Mr. Mojibur Rahman, Executive Engineer, Bangladesh Water Development Board, Khulna
<b>3.</b>	Dr. Md. Aminul Islam Molla, Deputy Director, Department of Livestock Service
<b>4.</b>	Ms. Shirin Gulshan Ara, Trainer, Khulna Region Girl Guides Association, Khulna
<b>5.</b>	Mr. Swapan Kumar Guho, Chief Executive, Rupantar, Khulna
<b>6.</b>	Mr. GM Sahidul Alam, Registrar, KUET
<b>7.</b>	Mr. Md. Tabibur Rahman, Deputy Director, RPATC, Khulna
<b>8.</b>	Ms. Afroza Akbor, Director, Adorsho Manob Seba Songstha, Patuak
<b>9.</b>	Advocate Md. Jakir Hosen, Executive Director, People's Association for Social Advancement PASA, Patuakhali
<b>10.</b>	Mr. Md. Shaheb Ali, Secretary, Khulna Press Club
<b>11.</b>	Mr. Md. Almasur Rahman, District Representative, Brac, Khulna
<b>12.</b>	Mr. Kazi Nahid Eva, Assistant Commissioner, Divisional Commissioner Office, Khulna

### CC Group 2

<b>Question 2 (CC)</b>	<b>In your opinion, what are the appropriate tools for monitoring implementation of Citizen's Charter in Bangladesh?</b>
<b>Facilitator's Name</b>	Mr. Mrinal Kanti Dey, Deputy Director, Local Government, DC Office, Kushtia
<b>SL</b>	<b>Name, Designation &amp; Organisation of the Participant</b>
<b>1.</b>	Mr. Md. Tarif-ul Hassan, In-charge of Upazila Nirbahi Officer, Dacope, Khulna
<b>2.</b>	Ms. Taposi Dash, Executive Engineer, Roads and Highway Department, Khulna
<b>3.</b>	Mr. Md. Jakir Hossain, Deputy Director, Press Information Department, Khulna

4.	Mr. Abdus Salam Trofder, District Marketing Officer, District Marketing Office
5.	Mr. Md. Asadujjaman, Chief Executive Officer, Zilla Porisad, Khulna
6.	Mr. Md. Abul Kalam, District Accounts Officer, Khulna
7.	Mr. Avijit Saha, Registrar, Khanjahan Ali College of Science & Technology
8.	Mr. Mahafuja Islam, Director, Suktara Mohila Songsta, Patuakhali
9.	Md. Aminul Islam Seraj, Chair, CRC Management Committee, Patuakhali
10.	Mr. Amyia kanti paul, Chief Reporter, Daily Purbanchal, khulna
11.	Mr. Kamolesh Biswas, Head of HR, Shushilan, Khulna
12.	Mr. Md. Imran Khan, Assistant Commissioner & Executive Magistrate, DC Office, Khulna

### CC Group 3

<b>Question 3 (CC)</b>	<b>How we can ensure people's participation in preparation and implementation of Citizen's Charter? Please describe the process?</b>
<b>Facilitator's Name</b>	Md. Noor-e-Alam, Deputy Director, Local Government, DC Office, Jashore
<b>SL</b>	Name, Designation & Organisation of the Participant
1.	Mr. Md. Monirul Islam Sarder, Vice-Principal, Govt. M.M. City Collage, Khulna
2.	Mr. Mizanur Rahman, Assistant Director, Department Of Narcotics Control, Khulna
3.	Mr. Md. Bashir Uddin, Regional Director Bangladesh Betar, Khulna
4.	Mr. Shaikh Mofijul Rahman, Manager (Network Operation) & In-Charge Computer Council, Khulna
5.	Ms. Khodeja Begum, District Facilitator, P4D- British Council, Jashore
6.	Mr. Shymal Ray, Executive Member, Bibekananda Jubo Sangho, Jashore
7.	Mr. S M Habib, Chairperson, Khulna Press Club

### CC Group 4

<b>Question 4 (CC)</b>	<b>How we can measure citizen's satisfaction/feedback in service delivery system?</b>
<b>Facilitator's Name</b>	Mr. Debprosod Paul, Deputy Director, Local Government, DC Office, Bagerhat
<b>SL</b>	Name, Designation & Organisation of the Participant
1.	Mr. Shimul Kumar Sha, Upazila Nirbahi Officer, Koyra, Khulna
2.	Ms. Afroza Khan Mita, Regional Director, Department of Archaeology
3.	Mr. Md Bellal Hossain Khan, Deputy Director, Bangladesh Kormochari Kollan Board, Khulna
4.	Mr. Md. Alimujjaman, District Sports Officer, District Sports Office, Khulna
5.	Mr. S M Ismail Hossain, Assistant Engineer, Department of Public Health Engineering
6.	Mr. Saiful Islam, Inspector, Bangladesh Road Transport Authority, Khulna

7.	Mr. SM Nazrul Islam, Executive Director, Polly Welfare Association (PWA), Jashore
8.	Mr. Iqbal Mahamud, General Secretary, Sammiloni Jubo Sangho, Gopalganj
9.	Mr. Roqib Uddin Pannu, Representative, Akattor TV

### CC Group 5

<b>Question 5 (CC)</b>	<b>Please identify and list at least five (5) reasons for low awareness about Citizen's Charter in Bangladesh? What steps can be taken to raise awareness?</b>
<b>Facilitator's Name</b>	Mr. Ziaur Rahman, Additional Deputy Commissioner (General), DC Office, Khulna
<b>SL</b>	Name, Designation & Organisation of the Participant
1.	Mr. Proshanta Kumar Roy, Commissioner of Taxes, Khulna Division, Khulna
2.	Mr. Shikder Shahinur Alam, Assistant Director, Director of National Consumer Rights Protection, Khulna
3.	Ms. Khatune Jannate, Assistant Commissioner, Divisional Commissioner Office, Khulna
4.	Dr. Sk. Md. Rezaul Karim, Principal, Govt. Teachers Training College, Khulna
5.	Mr. Apurbo Ray, Chairman, Dumurtola Nabo Jagoron Sangho, Jashore
6.	Mr. Md. Rabiul Morshed, Senior Executive, Trading Corporation of Bangladesh, Khulna
7.	Mr. Kalidus Roy, Branch Manager, Bangladesh House Building Finance Corporation, Khulna

### CC Group 6

<b>Question 6 (CC)</b>	<b>Do you think third party monitoring/ evaluation is necessary for ensuring accountability in service delivery system in Bangladesh? Please identify five reasons for your opinion.</b>
<b>Facilitator's Name</b>	Saroar Ahmed Saleheen, Additional Deputy Commissioner (Revenue) DC Office, Khulna
<b>SL</b>	Name, Designation & Organisation of the Participant
1.	Mr. Sanjib Das, AC Land, Dumuria, Khulna
2.	Mr. Taz Md. Faisal, Statistical Officer, Divisional Statistics Office, Khulna
3.	Mr. Naresh Chandra Roy, Chair, CRC-Kachua, Bagerhat
4.	Mr. Md. Ariful Islam, Deputy Inspector General, Ministry of Labour And Employment, Khulna
5.	Mrs. Banasree Bhandari, Head of DRM Unit,, Ashroy Foundation, Khulna
6.	Mr. Naresh Chandra Roy, Chair, CRC Management Committee, Bagerhat
7.	Mr. Azmir Alom Khan, ED, Chaltya Shekha, Bagerhat
8.	Mr. Md. Afzal Hossain, IT Officer, PSS, Dumuria, Khulna
9.	Mrs. Nandita Mazumdar, Field Coordinator, Jatiya Mohilla Songstha
10.	Mr. Md. Sirajul Islam, Assistant Director, Department of Jute, Khulna



### GRS Group 1

<b>Question 1 (CC)</b>	<b>What steps should be taken by the government (Please identify at least 5) for ensuring inclusive governance in Bangladesh?</b>
<b>Facilitator's Name</b>	Ms. Khandker Sadia Arafin, Deputy Secretary, Administrative Reforms Branch, Cabinet Division
<b>SL</b>	Name, Designation & Organisation of the Participant
<b>1.</b>	Mr. S.M Shafiullah, Superintendent of Police, SP Office, Khulna
<b>2.</b>	Mr. Md. Jahangir Ali Khan, Deputy Postmaster General, Deputy Postmaster General Office, Khulna
<b>3.</b>	Mr. Md. Moqtar Hossain, Deputy Assistant Engineer, Health Engineering Department, Kushtia
<b>4.</b>	Mr. Md. Mahfuzur Rahman, Additional Regional Election Officer, Regional Election Office, Khulna
<b>5.</b>	Mr. Hiramon Kumar Biswas, Assistant Director, Bureau of Non-Formal Education, Khulna
<b>6.</b>	Ms. Farha Shikha Bonni, Representative, Rupsa, Khulna
<b>7.</b>	Mr. Shahin Bin Jaman, Director, Imam Training Centre
<b>8.</b>	Mr. Mahiuddi Ahmmed, DF, British Council, Patuakhali
<b>9.</b>	Mr. Tarikuzzaman Sheikh, LC, Shushilan-MSFA, Jashore
<b>10.</b>	Mr. Gowrango Nandi, Representative, BBC, Khulna
<b>11.</b>	Mr. Noor Hasan Ahamed. Deputy Director, Fire Service, Khulna
<b>12.</b>	Mr. Sheikh Samsul Alam, Account Officer, District Accounts Officer, Khulna

### GRS Group 2

<b>Question 2 (GRS)</b>	<b>What are the main challenges (Identify at least 5) of implementation of Grievance Redress System in Bangladesh for ensuring inclusive governance? Please suggest steps to overcome the challenges.</b>
<b>Facilitator's Name</b>	Mr. Md. Mokhlesur Rahman, Deputy Secretary, Good Governance Branch (Additional Charge) & APD of P4D, Cabinet Division
<b>SL</b>	Name, Designation & Organisation of the Participant
<b>1.</b>	Ms. Susmita Saha, AC Land, Rupsha, Khulna
<b>2.</b>	Mr. M Mazharul Islam, District Election officer, District Election Commission Office, Khulna
<b>3.</b>	Engineer Md. Altaf Hossain, Senior General Manager, Palli Bidyut Samity, Khulna
<b>4.</b>	Ms. Shobae Taiyeb Ibna Prioty, Staff Reporter, Daily Khulna Times
<b>5.</b>	Samir Baran Paik, President, Nabarun Shangha, Bagerhat
<b>6.</b>	Md. Mehedi Hasan, Principal, Technical Training Institute

### GRS Group 3

<b>Question 1 (CC)</b>	<b>In your opinion, what are the appropriate tools for monitoring implementation of Grievance Redress System in Bangladesh? Please illustrate the process.</b>
<b>Facilitator's Name</b>	Mr. Mohammad Wahiduzzaman Khan, Sr. System Analyst, ICT Cell, Cabinet Division
<b>SL</b>	Name, Designation & Organisation of the Participant
<b>1.</b>	Ms. Meherun Nesa, Deputy Director, Primary Education, Khulna Division
<b>2.</b>	Mr. Indrajit, Food Inspector, Khulna
<b>3.</b>	Ms. Niva Rani Pathak, Deputy Director, Secondary and Higher Education, Khulna
<b>4.</b>	Mr. Khan Motaher Hossain, Deputy Director, Department of Social Services, Khulna
<b>5.</b>	Mr. Md. Ikbal Hossain, Program Manager, Uttaran
<b>6.</b>	Mr. M.A Salam Shaikh, ED, Bagerhat, JOARE- Bangladesh
<b>7.</b>	Sukumar Chandra Mitra, District Facilitator, British Council, Pirojpur
<b>8.</b>	Mr. S M Zahid Hossain, Khulna Representative, Bangladesh Songbad Songstha (BSS)
<b>9.</b>	Mr. A K M Jakir Hossain, Executive Director, JJS
<b>10.</b>	Ms. Nargis Fatema Jamin, Deputy Director, Department Of Women Affairs, Khulna

### GRS Group 4

<b>Question 4 (GRS)</b>	<b>Identify the challenges of (effective) implementation of accountability tools in current administrative culture in Bangladesh. Please suggest some measures to overcome the challenges.</b>
<b>Facilitator's Name</b>	Mr. Sayed Robiul Alam, Additional Divisional Commissioner (Development), Khulna, Divisional Commissioner Office, Khulna
<b>SL</b>	Name, Designation & Organisation of the Participant
<b>1.</b>	Mr. Md. Gias Uddin, Deputy Secretary, Mongla Port Authority, Mongla, Bagerhat
<b>2.</b>	Mr. Md. Touhid Uddin Ahmed, Superintending Engineer, Education Engineering Department
<b>3.</b>	Mr. Md. Abdur Rahman, Deputy Director, Department of Social Services, Khulna
<b>4.</b>	Mr. Susanto Kumar Kundu, Deputy Director, Department of Agriculture Marketing
<b>5.</b>	Mr. Md. Jahangir Hossain, Executive Engineer, West Zone Power Distribution Co. Ltd, Khulna
<b>6.</b>	Mr. Monoranjan Bissash, Director, Export Promotion Bureau, Khulna
<b>7.</b>	Mr. Md. Riaz Uddin, Regional Director, BURO Bangladesh
<b>8.</b>	Mr. Jasimuddin Hawlader, Executive Director, Bondhon Samaj Kallayn Sanstha (BSKS), Pirojpur

9.	Mr. Md. Rafiqul Islam Panna, Executive Director, Peoples Development Foundation (PDF), Pirojpur
10.	Mr. Mohendra Nath Sen, Representative, Akushe TV
11.	Mr. Md. Abul Bashar, Assistant Director (Engineer), BRTA, Khulna
12.	Mr. Pankaj Kanti Majumder, Deputy Director, Department of Agricultural Extension

### GRS Group 5

<b>Question 5 (GRS)</b>	<b>How we can ensure citizen's participation in service delivery system through Grievance Redress System?</b>
<b>Facilitator's Name</b>	Mr. Hossain Ali Khandaker Director, Local Government Divisional Commissioner Office, Khulna
<b>SL</b>	Name, Designation & Organisation of the Participant
1.	Mr. Polash Kumar Banarjee, Executive Engineer, BWDB, Khulna
2.	Md. Javed Iqbal, Deputy Principal Information Officer, Regional Information Office, Khulna
3.	Mr. Mohammad Ali Siddiqui, Deputy Director, Bureau Of Manpower, Employment And Training, Khulna
4.	Mr. Md. Motiur Rahman, Deputy Director, Youth Development, Khulna
5.	Mr. A.S.M. Sirajuddoha, District Primary Education Officer, Directorate of Primary Education, Khulna
6.	Ms. Sahnaj Begum, Deputy Regional Director, BETAR Khulna
7.	Ziaul Ahsan, Executive Director, Pirojpur Gono Unnayan Samity (PGUS), Pirojpur
8.	Md. Rejbiul Kabir, District Facilitator, British Council, P4D Project, Gopalganj

### GRS Group 6

<b>Question 6 (GRS)</b>	<b>In your opinion, what are the appropriate measures (at least 5) to raise awareness among citizens about Grievance Redress System and other social accountability tools in Bangladesh?</b>
<b>Facilitator's Name</b>	Md. Iqbal Hossain, Additional Deputy Commissioner (L A), DC Office, Khulna
<b>SL</b>	Name, Designation & Organisation of the Participant
1.	Mr. Md. Nazmul Hussain, UNO, Ovoynagor, Khulna
2.	Mr. Azizul Haque Joarder, District Relief and Rehabilitation Officer, District Relief and Rehabilitation Office
3.	Mr. Md. Abu Sayed, Divisional Forest Officer, Khulna
4.	Mr. Md Abdul Baset, Regional Director, BSCIC, Khulna
5.	Mr. Bira Jyoti Chakma, District Registrar, District Registrar's Office, Khulna
6.	Mr. A. T. M. Shamim Mahmud, TEO, Khulna
7.	Mr. Md. Hedayet Hossain Molla, Representative, Dhaka Tribune
8.	Mr. Mahadi Hasan, General Secretary, Golabaria Jubo Sangho, Gopalganj

9.	Mr. Rubel Ukil, Co-Organising Secretary, Ulpur Jubo Kallan Porishad, Gopalganj
10.	Mr. Shakhawat Hossain, Senior Assistant Engineer, LGED, Khulna
11.	Mr. Mohammad Masudur Rahman, Manager, JJS Project, World Vision
12.	Mr. Md. Mehedi Hasan, Assistant Commissioner, Divisional Commissioner Office, Khulna





Figure: Pictures of twelve groups' Presenters

## **Appendix C: Invitation Card and Programme Schedule**

Dear Sir/ Madam,

We cordially invite you to join a knowledge-sharing workshop on Inclusive Governance and Social Accountability (IGSA) organised by Platforms for Dialogue (P4D), a European Union funded project in partnership with the Cabinet Division and implemented through the British Council. The P4D project aims to strengthen inclusion and participation in decision making and accountability mechanisms in Bangladesh.

The workshop will take place on Saturday, 21 December 2019 at 09:00am at Hotel City Inn Ltd, Majid Sarani, Khulna.

Sheikh Mujibur Rahman ndc, Secretary, Coordination and Reforms (C&R), Cabinet Division, Government of the People's Republic of Bangladesh has kindly consented to grace the occasion as Chief Guest.

Dr. Md. Anwar Hossain Howlader, Commissioner, Khulna Division, will remain present as a Special Guest. Mr. A. L. M. Abdur Rahman, former Secretary to the Government of Bangladesh will deliver the keynote speech.

Your kind presence will inspire us.

Sultan Ahmed  
Additional Secretary, Cabinet Division,  
&  
Project Director, P4D Project

RSVP  
Cabinet Division 01712653379  
Platforms for Dialogue 01688066146  
DC Office Khulna 01716264239

## Inaugural Session

Time	Session
09.00-10.00 am	Registration & Refreshments
10.01-10.10 am	Opening Remarks by Mr. Sultan Ahmed, Additional Secretary, Cabinet Division, & Project Director, P4D Project
10.11-10.20 am	Presentation on P4D by Mr. Arsen Stepanyan, Team Leader, P4D Project
10.21 -10.30 am	Dr. Md. Anwar Hossain Howlader, Commissioner, Khulna Division
10.31-10.45 am	Address of the Chief Guest Mr. Sheikh Mujibur Rahman ndc, Secretary, Coordination & Reforms, Cabinet Division, Government of the People's Republic of Bangladesh
10.46 -10.50 am	Vote of thanks by Mr. Mohammad Helal Hossain , Deputy Commissioner & District Magistrate, Khulna
10.51:11:20 am	Break for Working Session and Refreshments

## Working Session

Time	Session	Remark
11:21-12:00 pm	Keynote Presentation	Mr. A. L. M. Abdur Rahman, Former Secretary to the Government
12:01-12:30 pm	Open Discussion / Question & Answer	Moderated by Chairperson
12:31-01.30 pm	Group Exercise	12 Groups of Participants, Brainstorming Session is moderated by two Moderators: 1. Mr. Md. Nazmul Huda Siddiqui Joint Secretary, Cabinet Division & Facilitated by 12 Facilitators
01:30 – 02:15 pm	Lunch & Prayer Break	
02:15 - 03.15 pm	Group Presentation	Maximum 5 minutes for each group (single or joint)
03:15-03:35 pm	Presentation of Summary of Findings	1/2 Moderator will sum-up the findings of group presentation
03:35-04:00 pm	Closing Remarks by Chairperson	Mr. Sultan Ahmed Additional Secretary (Reforms), Cabinet Division & Project Director, P4D Project
04:01-04:15 pm	Refreshments & Tea	

## Appendix D: List of Participants

SL	Name	Designation & Organisation		Email
<b>Chief Guest</b>				
1.	Sheikh Mujibur Rahman, ndc	Secretary, Coordination & Reform (C&R), Cabinet Division		<a href="mailto:secy_cnr@cabinet.gov.bd">secy_cnr@cabinet.gov.bd</a>
<b>Special Guests</b>				
2.	Dr. Md. Anware Hossain Howlader	Divisional Commissioner, Khulna Division, Khulna		<a href="mailto:divcomkhulna@gmail.com">divcomkhulna@gmail.com</a>
<b>Keynote Presenter</b>				
3.	Mr. A. L. M. Abdur Rahman	Former Secretary to the Government & Former Rector, BPATC		<a href="mailto:almrahman14@gmail.com">almrahman14@gmail.com</a>
<b>Chairperson</b>				
4.	Mr. Sultan Ahmed	Additional Secretary, Reforms Wing, & Project Director, P4D Project		<a href="mailto:addl_reforms@cabinet.gov.bd">addl_reforms@cabinet.gov.bd</a>
<b>Moderators</b>				
5.	Mr. Md. Rahat Anwar	Joint Secretary, Good Governance & Grievance Redress Branch		<a href="mailto:ggrs_branch@cabinet.gov.bd">ggrs_branch@cabinet.gov.bd</a>
6.	Dr. Md. Mushfiqur Rahman	Joint Secretary		<a href="mailto:js_dfa@cabinet.gov.bd">js_dfa@cabinet.gov.bd</a>

		District & Field Administration Branch		
7.	Mr. Md. Nazmul Huda Siddiqui	Joint Secretary, Project and Research Branch		js_pr@cabinet.gov.bd

SL	Name	Designation	Organisation	Email
1.	Mr. Subash Chandra Saha	Additional Divisional Commissioner (Revenue), Khulna	Divisional Commissioner Office, Khulna	subashchsaha@yahoo.com
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## **Appendix E: Working Session Discussion Outcomes**

In the IGSA Workshop Khulna, the participants (group-wise) made the following recommendations:

### **GROUP IDENTITY: CC 1**

Question: What are the main challenges of the implementation of Citizen's Charter in Bangladesh?  
Please suggest steps to overcome the challenges?

#### Challenges of Implementation of Citizen's Charter in Bangladesh:

- Mindset regarding accountability.
- Ownership of the Charters.
- Awareness of the stakeholders.
- Human resource gap.
- Inter-coordination of the departments.
- Training gap.
- Budget.
- Localization gap.

#### Ways out to overcome the Challenges:

- Implementation of Right to Information Act 2009.
- Placement of right number of personnel at the right places.
- Implementation of NIS and APA.

- Introduction of Inter-departmental charter.
- Digital Citizen's Charter/App.
- Awareness campaign.
- Training of the personnel.
- Budget allocation.

## **GROUP IDENTITY: CC 2**

Question: In your opinion, what are the appropriate tools for monitoring implementation of Citizen's Charter in Bangladesh?

- Service Corner
- Feedback Form
- Public Hearing
- Regular Monitoring and Supervision
- Reward/Punishment and compensation
- Citizen Report Card(red, green, yellow color)
- Complaint Register/Box
- Circulation in Print, Electronic and social Media

## **GROUP IDENTITY: CC 3**

Question: How we can ensure people's participation in preparation and implementation of Citizen's charter? Please describe the process?

Peoples participation in preparation of Citizen's Charter

Data collection from the peoples are taking services directly from different department-

- Publishing the current CC to each location
- Prepare a feedback form for service receiver(should be very specific & short)
- This feedback collection should be time being(7/15 days)
- Volunteer should be involved to collect the feedback
- Collection of feedback through online, specially youth generation, university students etc.

Data collection from the peoples which don't know or taking the services-

- Collection of feedback through online, specially youth generation, university students etc.
- Start Awareness program to give information or suggestion about the CC
- In Awareness program include local channel, print media, local representatives conversation etc.

People's Participation in Implementation CC:

- Publishing the updated CC to each location
- Launching Awareness program to give information or suggestion about the CC

- In Awareness program include local channel, print media, local representatives conversation etc.
- Taking of feedback about the updated CC and its activities.

### **GROUP IDENTITY: CC 4**

Question: How we can measure citizen's satisfaction/feedback in service delivery system?

- Public Hearing
- Introducing Citizen Report Card: (colour card- red, yellow, green)
- Introducing Electronic colour button system: (software based measurement)
- Holding dialogues with stakeholders at regular intervals at the grassroots levels
- Facebook Page feedback
- Dashboard in official web portal
- Make them know the rules and regulations relating to desired service
- Exchanging views with the stakeholders, particularly service recipients and making a self-assessment on National and International Public Service Days.

### **GROUP IDENTITY: CC # 5**

Question: What are the reasons for low awareness among the people of CC and What Steps can be taken to raise awareness?

Reasons for low awareness about citizen's charter in BD-

- Lack of sufficient knowledge & education
- Fear Factor on government officials
- Lack of motivation scheme of the govt.
- Lack of publicity
- Adverse environment of govt. offices

Steps to be taken to raise awareness:

- Arrange proper education
- Mitigate fear factors
- Different and appropriate initiatives regarding motivation
- Different publicity mechanism, eg: Poster, Rally, Seminar, Workshop, Symposium, Folk song, Help desk etc.
- Citizen friendly through the change of the mind set of govt. officials

### **GROUP IDENTITY: CC 6**

Question: Do you think third party monitoring / evaluation is necessary for ensuring accountability in service delivery system in Bangladesh?

Answer: Yes, Monitoring and evaluation is necessary for ensuring accountability in service delivery system in Bangladesh.

- To ensure expected services and information in due time.
- To ensure stakeholder's participation.
- To identify the laps and gaps in service delivery system
- To minimize the intensity of corruption.
- To ensure maximum utilization of resources.

### **GROUP IDENTITY: GRS 01**

Question: What steps should be taken by the Government (Please identify at least 5) for ensuring inclusive governance in Bangladesh?

- Establishment rules of law, regulation and system.
- Previlages to the female Stakeholder.
- To serve services without any hazard, that will be directly provided.
- To develop publicity awareness and feedback from the stakeholder to prevent work to ensure participation of GO, NGO and private sectors.
- Review of the work.
- To create permanent post for providing information about GRS, Citizen's Charter and rules-regulation.

### **GROUP IDENTITY: GRS # 02**

Question: What are the major challenges for implementation of GRS in Bangladesh? What are the ways to overcome these setbacks?

#### **Major Challenges of Implementation of Grievance Redress System**

- GRS is mostly unknown to citizens
- Difficult to collect all related supporting papers
- Interference of middleman
- Non- co-operative attitudes of service providers
- Fear to express grievance

Major Challenges of Implementation of Grievance Redress System and Ways to Overcome the Challenges:

- More Publicity
- Automated service procedure
- Easy Access to High Officials

- Capacity Development of Employees
- Platform of Dialogues

### **GROUP IDENTITY: GRS # 03**

Question: In your opinion, what are the appropriate tools for monitoring implementation of Grievance Redress System in Bangladesh? Please illustrate the process.

Appropriate Tools:

- Union, Upazilla and Zilla level GRS establishment
- Online, face to face, written, telephone complain receive System
- Register all complains
- Monthly Report System
- Responsible person in every offices
- Committee at all levels
- Committee meetings recorded and written decision
- Actions ( Compensation, apology, warning)
- Monitoring by upper level offices
- Solving issues depending on Citizen's Charter

### **GROUP IDENTITY: GRS # 04**

**Question:** Identify the challenges of (effective) implementation of accountability tools in current administrative culture in Bangladesh

Challenges form Service provider End:

- There is no designated GRO in many offices
- Concerned officers are not well known about GRS
- People are not aware about the GRS
- Incorporating best learnings and practices those taken from field level in all level
- The circulars, directives from Cabinet Division about GRS not sent to field level in time for implementation
- Lack of allocation of enough dedicated resource persons and fund for implementing GRS
- Lack of taking record, track and monitoring grievances from top level
- Academia and people are not well habituated with IT based GRS

Ways to overcoming challenges:

- Well circulation of GRS through local print and electronic media
- To nominate GRO in every office should be ensured
- Concerned officials should be trained up about GRS
- To make GRS fruitful, important to look inside private sectors for best practice GRS's.
- A much more robust, scalable, flexible, easily usable and unified GRS should be implemented through Cabinet Division
- Strong co-ordination between GO, NGO & Private sector
- Allocation of adequate Funds & Personnel in every office for success of GRS.

**GROUP IDENTITY: GRS # 05**

Question: How we can ensure citizen's participation in service delivery system through Grievance redress system?

Theme	Ways of Ensuring Citizen's Participation
Lack of Awareness about GRS System	Awareness about GRS System must be ensured by taking some advocacy programs e.g. FGD, seminar etc.
Proper Authority is unknown to people for lodging their complain	Proper Authority/Appointed Officers' name must be tagged on an open place where citizen can know their address and other info.
Focal person regarding Gender Discrimination/Harassment is not known to the citizen's	Seminar/workshop may be arranged for making awareness about the issue.
Citizen's are not aware about the Complain Box	Public Hearing can be arranged to disseminate the information about the Complain Box.
Protection measure of the complainant not properly functioning	Protection must be ensured of the complainant

**GROUP IDENTITY: GRS # 06**

Question: In your opinion, what are the appropriate measures (at least 5) to raise awareness among citizens about Grievance Redress System and other social accountability tools in Bangladesh?

Proposed Measures:

- Organising workshop/meeting at Union Level, Advertising through local cable TV channel.
- “333”, “999”, “109”, “106” and other toll free services number should be displayed in every billboard of development projects.
- “Bulk SMS” may be sent. Besides web cookies can be circulated in the targeted area.
- Primary School teacher & Field level employee of Family Planning Office, Agriculture Extension Department can play a vital role..
- Union Parishod Chairman and Member can play an active role in raising awareness among the people of the concerned area.
- “Tothyo Apa” also can play an important role to raise awareness.
- UNO can deliver the message in every Co-ordination meeting. Besides UNO can organise meeting with civil society, govt. officials and other stakeholders.
- Complain Box can be set up in easily identifiable/visible places.
- Conduct periodical Satisfaction Survey on Grievance Redress System and other Social Accountability tools complaint management system.
- NGO’s should be involved in raising awareness about all the tools of grievance redress system and social accountability.