Workshop Report

'Inclusive Governance and Social Accountability (IGSA)'

28 March 2019

Pan Pacific Sonargaon Hotel

Dhaka, Bangladesh

Organised by:

Platforms for Dialogue (P4D) Project

In partnership with the

Cabinet Division

Disclaimer:

Acknowledgement

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Executive Summary

IGSA Workshop

The Inclusive Governance and Social Accountability (IGSA) Workshop was held in Dhaka, Bangladesh on 28 March 2019. The one-day workshop aimed to help participants build their leadership skills and familiarise them with social accountability policy instruments. Among the 58 participants of the day were the Grievance Redress System and Citizen's Charter Focal Points, representatives of Ministries and Divisions, and representatives of CSOs, autonomous bodies, training institutions, and Local Government Institutes (LGIs).

In the plenary session, the participants were given a presentation on Inclusive Governance and Social Accountability Mechanism. Following the presentation, the participants were divided into 12 groups to work on questions on IGSA tools. They were encouraged to put forward practical suggestions to the issues assigned to them. The group leader from each group then selected the best five or six recommendations and presented them to the audience.

A large number of recommendations were made, and they suggested a few areas for improvement. These recommendations not only represented the view of the workshop participants but also offered possible avenues for future discussions and possible actions.

Recommendations concerning Citizen's Charter

As regards the implementation of the Citizen's Charter in Bangladesh, the participants considered the following as major obstacles: the diverse mind-sets of the people, a communication gap, and the status of people in the power structure consisting of corrupt public servants and vested interest groups. In particular, it was more likely for public servants who were power-hungry to hinder the implementation of the Citizen's Charter. Participants also pointed out that the public usually felt powerless when dealing with public servants with vested interests; this was true even when the citizens were aware of their rights.

To overcome the aforesaid challenges, the participants suggested that awareness building programmes and monitoring mechanisms should be used. Digital devices should also be used to strengthen the monitoring mechanisms in order to reduce the chance of public servants ignoring the Charter and of using discretion. Some participants also suggested that a separate law should be enacted, alongside of making public participation and public hearing compulsory.

The monitoring of the implementation of the Citizen's Charter was considered to be important by the participants. To them, a client feedback system needed to be developed so that citizens could give their responses using both online forms and physical forms. The Citizen's Charter Committee also needed to be give more support to run effectively. Mobile apps would help raise public awareness of the Charter. Inspection reports, according to the participants, should include the implementation of the Citizen's Charter.

Third-party monitoring was also mentioned by the participants as a solution; whilst some questioned the effectiveness of such monitoring, it was agreed after discussions that it would be

much needed. It was believed that third-party monitoring would be unbiased and effective. Third-party monitoring, in this context, meant that the services of a ministry/department would be monitored by another ministry/department that was not involved in that specific case of delivery.

In order to increase public participation in writing of the Citizen's Charter, the participants suggested a 7-stage system which included the following steps:

1. Prepare a comprehensive list of services;
2. Identify stakeholders and clients, and draft the Citizen's Charter;
3. Share the draft with the stakeholders in workshops;
4. Collect feedback from other organisations;
5. Prepare another draft of the Citizen's Charter using the feedback;
6. Make further amendments following public hearing; and
7. Finalise the Citizen Charter.

To ensure public participation in the process, awareness building programmes, regular feedback provided using call centres and committees, and regular monitoring would be needed, according to the participants.

In answering the question of how one can measure citizen satisfaction, participants recommended placing response boxes in front offices, scorecard in front offices and on websites, and citizen feedback cards (on/offline) and comments register in offices. Citizens' feedback should be collected immediately after the delivery of services. Surveys conducted regularly by a third party may also help the government to know more about the quality level of the services.

The participants agreed in the brainstorming session that people in Bangladesh were not aware of the Citizen's Charter. The causes were identified as poor publicity, a lack of effective tools, traditional mind-set, a lack of commitment and weak monitoring. The following suggestions were made: organise effective media campaigns; introduce effective tools; conduct training; introduce a reward and punishment system; and conduct effective monitoring from top to bottom.

Recommendation concerning the Grievance Redress System

The main obstacles to the implementation of the GRS in Bangladesh were identified as the mind-sets of both public servants and the service recipients, a lack of awareness, a lack of education, a lack of publicity, and a lack of feedback mechanism. To overcome these challenges, public servants would need to change their attitudes, publicity campaigns would need to be organised, complainants would need to be informed of actions taken , and an open-door policy would need to be adopted.

As for the steps to be taken to ensure inclusive governance, participants emphasised the following: organise publicity campaigns; organise meetings with parents and students, work more closely with local government institutions, CSOs, and NGOs; ensure women's participation; consult with citizens; hold effective public hearing; build the capacity of service

providers, change the mind-sets of service providers and receivers; conduct proper monitoring using an inter-ministerial team; and provide skilled manpower, equipment, and maintenance.

In identifying the tools or mechanisms for monitoring the implementation of the GRS in Bangladesh, the workshop participants suggested that the GRS mechanism should be popularised using electronic, print, and social media. Other suggestions made were: use one form for different types of report; develop a proper evaluation system; include the GRS in agendas of monthly meetings; organise effective public hearing; and introduce a reward and punishment system for implementing GRS.

The administrative culture for effective implementation of accountability tools in Bangladesh was relatively weak, according to the participants. Most participants named the traditional mind-set of officials and the people as a major obstacle. The participants felt that officials and civil servants were unwilling to share success and inclined to blaming others when there were problems. An absence of performance-based evaluation of officers and an overemphasis of career progression amongst officials were considered to be contributing to this culture. Moreover, officials and public servants were not aware of their duties to offer protection for Grievance Lodgers. To overcome these challenges, the participants suggested the following: change the administrative culture using motivational activities; introduce performance-based evaluation to replace ACR; organise awareness building programmes to enhance the protection for Grievance Lodgers at the grassroots level; and introduce a reward and punishment system at all levels.

Most participants considered protecting complainants would be instrumental to increasing citizens' participation in service delivery system through the GRS. This was because, instead of being given proper redress, complainants were sometimes harassed by public servants and their supporters with vested interests. Complainant therefore need protection from harassment. Other suggested measures were: invite citizens to rate services (such as using a set of icons to indicate how satisfy they were with the services), include the GRS in school curricula, organise publicity campaigns. In addition, public hearings were also considered to be important because officers would need to explain what went wrong with the service delivery and suggest necessary actions in this regard in the hearings. Engaging social actors, print and electronic media, CSOs, and NGOs in helping the public to seek redress would also be productive, according to the participants.

Platforms for Dialogue (P4D)

Introduction

This activity is part of Platforms for Dialogue (P4D): Strengthening Inclusion and Participation in Decision Making and Accountability Mechanism in Bangladesh project, which is a three-year programme funded by the European Union (EU) and implemented by the British Council, in partnership with the Cabinet Division of Bangladesh. P4D's aim is to harness, promote, and influence collaborative dialogue between civil society and the Government of Bangladesh (GoB), ensuring that the most marginalised groups in the society participate.

P4D Background

Bangladesh has made remarkable progress in economic and social development since its independence in 1971. Now it recognises the needs to strengthen governance systems, to decentralise and increase citizens' participation, to promote further inclusiveness in Bangladesh's growth, and to consolidate the democratic process. P4D is a three-year programme established in partnership with the Cabinet Division of the GoB and the European Union Delegation (EUD) with a value of Euro 13 million. P4D started in February 2017 and is expected to conclude in June 2020.

P4D is supporting the GoB to advance its commitments made in the 7th Five-Year Plan to improve government services through strengthening accountability and engaging citizens and the civil society in decision-making, using the policy instruments of the National Integrity Strategy (NIS), Right to Information Act (RTI), Citizen's Charters (CC), Grievance Redress System (GRS), and Annual Performance Agreement (APA). P4D also supports the EU's Roadmap for Engagement with Civil Society in its development partner countries.

Overall Objective

To strengthen democratic ownership and improve accountability mechanisms in Bangladesh.

Specific Objectives

- *To promote a more enabling environment for the effective engagement and participation of the citizen and civil society in decision making and oversight.*
- To achieve its objectives, P4D is organised around three converging Result Areas:

Result Area 1: "*CSOs' ability to influence government policy and practice raised through better accountability to and more effective representation of citizens' interests*";

Result Area 2:" *Accountability and responsiveness of government officials raised through enhanced capacity building of decision makers and engagement with CSOs*";

Result Area 3: *"New tools and policy platforms for more effective dialogue between citizens and government are developed and utilised".*

Background

As part of Platforms for Dialogue (P4D) Project's interventions at the national level, the project aims to support government institutions to deliver on the ambitions set out in the 7th Five Year Plan and policies that centred on the National Integrity Strategy, Right to Information Act, Citizen's Charters, and Grievance Redress Systems. In addition, new tools and policy platforms are to be developed to promote civil society's participation on policy matters and to promote more active and transparent governance.

P4D is consistent with the Sustainability Development Goal (SDG) 16. The targets of the goal are to promote peaceful and inclusive societies for sustainable development, to provide access to justice for all, and to build effective, accountable, and inclusive institutions.

To achieve SDG 16, it is important to create a more enabling environment for citizens and the civil society to participate in policy and decision making and in monitoring the government. Such an environment requires civil servants' and the general public's recognition for the importance of such participation.

P4D believes that the notion of inclusive leadership and effective use of social accountability tools are essential in promoting public participation in policy and decision making. Therefore, this workshop aims to create an opportunity for government officials and representatives of civil society organisations (CSOs) to learn more about the notion and the accountability tools. The capacity building activities are designed to increase the accountability and responsiveness of the government, on both national and local levels.

Objectives

The primary objectives of the workshop were to:

- Build leadership and inclusive governance skills of civil servants, and
- Sensitise civil servants to social accountability policy instruments.

The overall objectives of the workshop were to:

- Facilitate effective participation of citizens and the civil society in decision-making process, and
- Strengthen accountability mechanism in Bangladesh.

Inaugural Session

The Chief Guest of the workshop, Mohammad Shafiul Alam, the Hon'ble Cabinet Secretary of the Government of the People's Republic of Bangladesh, expressed his gratitude to the European Union for its support for the project. He also expressed his firm belief in the partnership between the Government of Bangladesh and the European Union to work together on strengthening the roles of civil society in public sector management through the P4D Project.

The Chief Guest explained to the audience his vision. 'To achieve the vision 2021, 7th Five Year Plan, Vision 2041, and the Sustainable Development Goals, people's understanding and participation in government activities are prerequisites and improvement in all parameters of good governance and inclusive governance is a priority of the current government of Bangladesh.' Mr Alam added, 'P4D's work with the civil society and the Government to develop proposals on establishing platforms for engagement between both parties to discuss matters of mutual interest will be expedited and the civil service colleagues, CSOs will work closely in the brainstorming session of the workshop and find creative ways to tailor make their reform initiatives in order to fortify transparency, accountability, and responsiveness in establishing inclusive governance.'

'This workshop will help us find creative ways to tailor make their reform initiatives to fortify transparency, accountability, and responsiveness in establishing inclusive governance in Bangladesh.'

Mohammad Shafiul Alam

Hon'ble Cabinet Secretary

Government of the People's Republic of Bangladesh

The special guest, Her Excellency Ms Rensje Teerink, the Ambassador and Head of Delegation of the European Union to Bangladesh, drew attention to the importance of inclusive governance. 'Training on inclusive governance and social accountability mechanisms, dissemination of lessons learned from the workshop, effective citizens' engagement in the decision-making process and delivery of the quality services to the public are all vital to push Bangladesh forwards in its economic and social development,' said Ms Teerink.

'This workshop not only embodies a collaborative approach for P4D as a whole but it also will surely serve a useful knowledge base for civil servants.'

Her Excellency Rensje Teerink

Ambassador and Head of Delegation of the European Union to Bangladesh

Another special guest, Ms Barbara Wickham, the Country Director of the British Council Bangladesh, conveyed her vision of how the P4D Project can help the Government of Bangladesh to achieve the goals of Vision 2021. She emphasised the importance of maintaining a productive relationship between the government and CSOs and that of citizens' engagement in public policy making. 'The P4D Project is an important additional aspect to our endeavour to help Bangladeshi citizens and institutions contribute to a more inclusive, open, and prosperous society.'

'Effective engagement and participation of citizens and civil societies (CSOs) in government decision making and social accountability mechanisms can play a significant role in achieving SDGs and Vision 2021 in Bangladesh.'

Ms Barbara Wickham

Country Director

British Council Bangladesh

Keynote Presentation

Mr N M Zeaul Alam (Secretary, Information and Communication Technology Division, the People's Republic of Bangladesh) was the keynote speaker of the workshop. He provided the workshop participants with details on inclusive governance and social accountability policy instruments. He said in his presentation that widening public participation in governance would be vital to achieving Vision 2021, the 7th Five Year Plan, Vision 2041 and the Sustainable Development Goals (SDGs).

According to Mr Alam, the Government of Bangladesh has put in considerable effort to increase the accountability and transparency of the Government. Development – and leaving no one behind – as promised by the honourable Prime Minister Sheikh Hasina has started paying off. Bangladesh has attained most of the MDGs and she has made considerable progress in almost all the economic and social indicators in the last decade. Taking these realities into consideration, the Government has taken more inclusive measures. From a number of social accountability mechanisms, the government has prioritised five practical measures for Bangladesh to promote inclusive governance, including the Grievance Redress System (GRS), Citizen's Charter, Right to Information, National Integrity Strategy, and Annual Performance Agreement. All these tools were designed to increase accountability and transparency and to pave the way for inclusive governance.

The presentation was followed by an interactive discussion between the audience and Mr Alam. The participants raised a number of questions on inclusive governance and social accountability mechanism related issues. Most of the questions raised were related to increasing awareness about the GRS and CC among citizens. Others included establishing a closer connection between government officers and the citizen, the inclusion of social accountable tools in secondary and higher secondary school curricula, responsiveness among the civil servants.

Most participants opined that they enhanced their understanding of the social accountability tools in the workshop and shared their experiences through this platform. The participants also hoped that in the near future more knowledge sharing events of this type could be organised, as these ideas would help them deepen their understanding and exchange ideas with others. The participants also mentioned that some of the Ministries/ Divisions/ Departments/ CSOs have made commendable progress in implementing social accountability tools including the Citizen's Charters and the Grievance Redress System (GRS).

Summary of Working Session Recommendations

This chapter provides a summary of the challenges and recommendations mentioned by the participants in the working session. They are presented in 12 groups, with 6 on the Citizen's Charter and 6 on the GRS. An analysis of these challenges and recommendations can be found in the following chapter.

Citizen's Charter Group 1:

Main challenges with the implementation of the Citizen's Charter in Bangladesh for ensuring inclusive governance were identified as:

1. Diverse mind-sets in terms of responsiveness and attitudes;
2. Implementation of accountability transparency measures;
3. Persistent communication gap between service seekers and providers;
4. Building trust; and
5. Failure in breaking the nexus.

Steps to be taken for overcoming the challenges above were:

1. Institutionalising the awareness building programme;
2. Strengthening monitoring and enforcement mechanisms (e.g., by using digital devices);
3. Developing communication mechanism, such as promulgation of law on public participation and public hearing;
4. Establishing peoples' rights, in particular by improving access for people living in poverty;
5. Ensuring responsive service delivery; and
6. Increasing the role of watch dog agencies (ACC, CSO).

Citizen's Charter Group 2:

The following tools or mechanisms can be used for the monitoring of the implementation of the Citizen's Charter in Bangladesh:

1. Introducing a client's feedback system (online or offline);
2. Introducing a reporting system (a monthly reporting system is needed);
3. Increasing the effectiveness of the Citizen's Charter Committee (committee system is everywhere and, through this the implementation, it will be monitored);
4. Introducing easy-to-use mobile apps, as it would increase the public's awareness of the Citizen's Charter;
5. Instating third-party audits (the inspection system should assign a ministry independent of a case to monitor another ministry that is involved – under the supervision of cabinet division); and

6. Establishing a link between inspection report and the Citizen's Charter (the format would need to be modified to ensure its effectiveness).

Citizen's Charter Group 3:

People's participation in the preparation stage of the Citizen's Charter can be ensured by taking the following steps:

1. Prepare a service list
2. Draft the CC, and identify and group clients (e.g., gender, disability, illiteracy, profession)
3. Hold discussions and/or workshops with stakeholders
4. Review the draft and feedback collected from other organizations
5. Preparing a final draft of the CC
6. Hold a public hearing
7. Finalise the CC

People's participation in implementation stage of Citizen's charter can be ensured by taking the following steps:

1. Increase public awareness of the Citizen's Charter
2. Collect regular feedback with the help of call centres and committees
3. Conduct regular reviews and monitoring

Citizen's Charter Group 4:

SL	Name of the tools/ Mechanisms	Execution Procedure
1	Citizen's Charter Response Box	Set up a response box in front of the office
2	Citizen's Charter Response Website/ Email	Place a core card in a visible area (e.g., front page) of the website
3	Citizen feedback card	Use 2 colour cards
4	Comment Register	Review comments and response regularly
5	Perception survey report	Conduct periodical surveys (by a third party)

Citizen's Charter Group 5:

The reasons for a low level of awareness of the Citizen's Charter in Bangladesh were identified as:

1. A poor publicity mechanism;
2. A lack of effective tool known and used by stakeholders;
3. Traditional mind-set of both service providers and service recipients;
4. A lack of commitment and dedication to assigned jobs; and
5. Weak monitoring and review systems (service review & monitoring, campaign & publicity).

The following steps can be taken to build up awareness on Citizen's Charter:

1. Hold effective publicity campaign;
2. Introduce effective tools for stakeholders;
3. Conduct training workshops and increase media exposure;
4. Introduce reward, incentives and punishment systems for all work areas; and
5. Conduct regular and effective monitoring, and review the system from top to bottom.

Citizen's Charter Group 6:

Third party monitoring and evaluation was considered to be necessary for ensuring accountability in service delivery system in Bangladesh because of the following reasons:

1. There can be a non-biased evaluation of services;
2. It can ensure a better evaluation and proper monitoring of services;
3. There is a scope of further improvement;
4. It can build trust in service provider and receiver on the monitoring;
5. Monitoring would be the most comprehensive; and
6. It can improve service quality.

Structure of the monitoring/evaluation body:

1. Government representatives excluding the department/ ministry involved;
2. Civil society representatives;
3. Media representatives;
4. Representatives of professional bodies; and
5. NGO representatives.

GRS Group 1:

The challenges in implementing the Grievance Redress System in Bangladesh for ensuring inclusive governance were identified as:

1. Traditional mind-sets of both service providers and service receivers;
2. A lack of familiar with the GRS;
3. A lack of awareness and education;
4. A lack of people's participation;
5. A lack of publicity; and
6. A lack of feedback.

The following steps can be taken to overcome the challenges:

1. Accept the GRS in a positive manner;
2. Increase the publicity of the GRS among stakeholders;
3. Increase people's awareness of the GRS;
4. Promote peoples' participation to address the GRS;
5. Inform complainants about the remedies and/or results; and
6. Adopt an open door policy

GRS Group 2:

Steps to be taken for ensuring inclusive governance:

1. Increase public awareness by:
   a. Organise media campaigns;
   b. Meet parents and students;
   c. Involve local government institutions, CSO, and NGOs; and
   d. Ensure women participation;
2. Provide information for, organise consultation with, and have dialogue with citizens for proper decision making;
3. Ensure effective public hearing and feedback;
4. Build the capacity of service providers;
5. Change the mind-sets of service providers and receivers;
6. Conduct proper monitoring and set up an inter-ministerial team; and
7. Provide skilled Manpower, equipment, and maintenance.

GRS Group 3:

The following tools or mechanisms can be used for the monitoring of GRS in Bangladesh:

1. Popularise the use of GRS mechanism through the use of electronic, print, and social media;
2. Use a uniform reporting and evaluation system so that the same is used for all ministries;
3. Use a reward and punishment system (hire and fire but here that's not the case. Canada does not have CC and GRS because they work on their own. Bangladesh's are not working, so the system is needed)
4. The GRS should be included in the agendas of monthly meetings (GRS at the union level)
5. Ensure effective public hearings and feedback collection. (There was one every month but in a 'widespread' way)

Execution procedure of the identified tools/ mechanisms

SL	Name of the tools/ Mechanisms	Execution Procedure
1	Wide circulation of GRS mechanism though electronic, print and social media	Electronic, print and social media, religious centres, educational institutions, dedicated hotlines for GRS
2	Uniform reporting and proper evaluation system	Same reporting system
3	Reward and punishment	Higher authority evaluating performance
4	GRS should be included in monthly meeting as an agenda	Coordination or monthly meeting
5	Effective public hearing and feedback	Ensure maximum citizen's participation and properly address their grievances

GRS Group 4:

The following are the identified challenges related to our administrative culture for effective implementation of accountability tools in Bangladesh:

1. Traditional mind-sets of officials and people. Officials like to claim credits when there are successes and blame others when there are failures. Officials do not want to share success. People have the same mentality and only respect people with power. This is problematic.
2. Absence of a performance-based evaluation system for officers. The current system does not evaluate what they do.
3. Lack of awareness of Protection for Grievance Lodgers.
4. Officers care about their career progression only and not the public.

The following steps can be taken to change the administrative culture for an effective implementation of accountability tools in Bangladesh:

1. Change the mind-set through motivational activities;
2. Introduce performance-based evaluation to replace ACR;
3. Arrange more awareness programmes for enhancing of the Protection for Grievance Lodgers at grassroots level and increase its publicity
4. Introduce reward and punishment systems at all levels

GRS Group 5:

The following procedures can be taken to ensure citizen's participation in service delivery system through using the Grievance Redress System;

1. Ensure protection;
2. Introduce a feedback system to understand satisfaction levels, for example, use a set of icons that service receivers can choose to indicate how satisfied they are.
3. Include the GRS system in higher educational institutions' curriculum. The government was working on change management, but we did not know enough. The next generations should know about the efforts.
4. Increase awareness/publicity. Public hearings are very important as they teach on what has gone wrong and we can tell them what actions they can take.
5. Engage social actors, NGOs, and the media, as they can act as watchdogs and their influence can help us.

GRS Group 6:

The following measures can be taken for awareness building among citizens on the Grievance Redress System and other social accountability mechanisms:

1. Increase publicity through publications, documentary, video clips, SMS, and social media
2. Increase publicity through local level government units (from union levels to higher levels and they have meetings and these mechanisms to aware people can be used)
3. Increase publicity of GRS through engaging social and religious groups, cultural groups, and labour unions (because they are powerful groups and hence useful for us to communicate with their members)
4. Include the GRS in the curricula of schools and all training institutions (including training in youth institutes and local institutes)
5. Introduce performance cards for users/consumers to evaluate service qualities (send the cards to stakeholders to ask if the services are acceptable)
6. Introduce reward and punishment systems for offender and achiever

Attendance (by Gender)

There were in total 85 participants in the working session of the workshop. There were 17 female participants and 68 male participants. The female-to-male ration was 2-to-8.

The working session participants consisted of a mix of civil servants, decision-makers, focal persons, CSOs, who are carrying out GRS & CC related responsibilities with the government, non-government, private organizations.

Participants in Working Session by Gender

- Male Particpants (80%)   - Female Participants (20%)
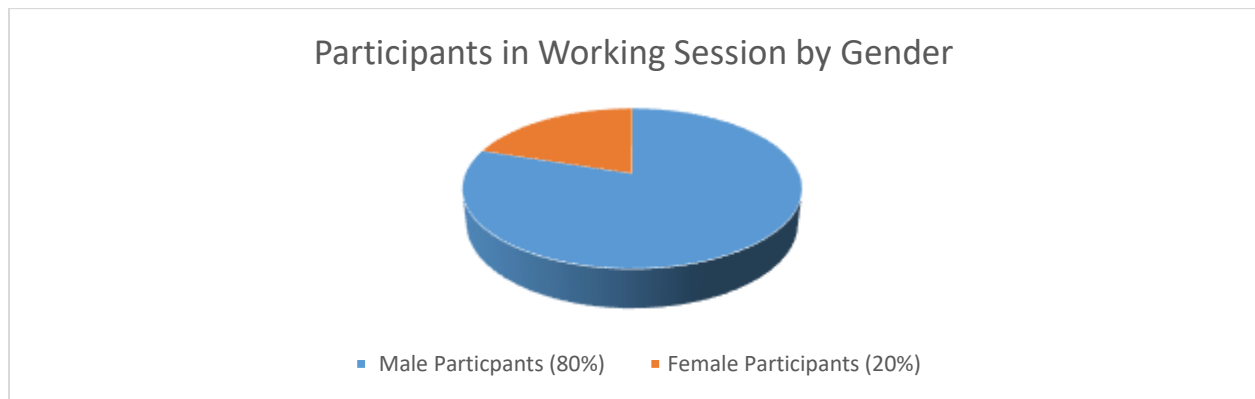
Next Steps

The P4D project team will take the following steps to build on the work started in the workshop and maintain the momentum:

- Evaluate the recommendations and implement as many of them as possible;
- Share the information and experiences collected during the workshop;
- Disseminate the workshop report;
- Develop a knowledge-sharing network made up of the GRS or CC focal points/representatives/officers who participated in the workshop;
- Follow up with Platforms for Dialogue (P4D) Project colleagues to review the progress towards short- and long-term goals; and
- Organise, engage and facilitate more workshops to:
  - promote social accountability policy instruments; and
  - building leadership skills and impart knowledge of inclusive governance (for civil servants/ government officials/ CSOs in the divisional and district/field levels).

Appendix A: Working Session Arrangement

Facilitators and moderators used a wide range of techniques in the working session to ensure that the working session interactive, allow for a quality exchange of information among participants, and help participants come up with recommendations regarding the implementation of Citizen's Charter and Grievance Redress Systems in Bangladesh.

Facilitation Approach

Several techniques were used by facilitators. These techniques included pre-briefing, encouraging question and answer, brainstorming, group discussions, and implementation experience and so on. The roles of the working session's facilitators were:

- Facilitate the group discussion;
- Ensure that every participant is contributing;
- Keep the discussion on track;
- Ensure that the session was interactive and adopted a participatory approach;
- Keep track of the time;
- Follow moderator's instructions.

List of facilitators

Sl	Name	Designation	Office
1	Md. Shafat Mahbub Chowdhury	Deputy Secretary	Field Administration Liaison Branch, Cabinet Division
2	Khandker Sadia Arafin	Deputy Secretary	Administrative Reforms Branch, Cabinet Division
3	Mohammed Jahedur Rahman	Deputy Secretary	Grievance Redress Branch (Additional Charge), Cabinet Division
4	Dr Mohammad Azizul Haque	Deputy Secretary	Performance Implementation Monitoring Branch
5	Md. Rafiqul Islam	Deputy Secretary	Planning & Budget Branch, Cabinet Division
6	Rowshan Ara Labony	Senior Assistant Secretary	Performance Management (Evaluation) Section, Cabinet Division
7	R H M Alaol Kabir	Senior Assistant Secretary	Performance Management (Implementation Monitoring-2) Section, Cabinet Division
8	Md. Shahidul Islam Chowdhury	Deputy Secretary	Cabinet Decisions Implementation Monitoring Branch, Cabinet Division
9	Mohammad Sazzad Ul Hasan	Deputy Secretary	General Branch, Cabinet Division
10	Munna Rani Biswas	Assistant Chief	Project Section, Cabinet Division
11	Sumona Sultana Mahmud	Chief of Party, The Carter Centre Carter Foundation	Sheltech Venus, 7 Rd 33, Dhaka 1212
12	Sultana Nahar	Deputy Manager, Communication & Capacity Building, MRDI	MRDI, 8/19 Sir Syed Road (3rd Floor), Block A, Mohammadpur, Dhaka 1207

Workshop Presenters

N M Zeaul Alam

Mr N M Zeaul Alam is the Secretary at ICT Division, Government of the People's Republic of Bangladesh. He previously worked as a Secretary of the Coordination & Reforms of the Cabinet Division (From December 2015 to January 2019). Prior to that, he was Director General of the Department of Immigration and Passport. He obtained his BSc (Hons) and M.Sc. in Botany from the University of Chittagong and a Master's Degree from BRAC University in Governance and Development.

In his long career, Mr Alam actively participated in many international and national workshops, seminars, regional, and bi-lateral and multilateral meetings on trade negotiations in the country and abroad.

'To ensure good governance, we need to implement social accountability tools, which can directly contribute to more inclusive governance in Bangladesh.'

N M Zeaul Alam
Secretary, ICT Division,
Former Secretary, C&R, Cabinet Division,
Government of the People's Republic of Bangladesh

He led the Bangladesh delegation to SAFTA, BIMSTEC and APTA negotiation meetings and joined ministerial meetings of those regional trade agreements. He also attended the international conference on G2P, Open Government Data (OGD), Sustainable Development Goal (SDG) and Civil Registration and Vital Statistics (CRVS) abroad.

Arsen Stepanyan

On behalf of the P4D team, Mr Arsen Stepanyan, the Team Leader, presented aims, activities, components, districts-wise coverage, methodological approach, including value addition of the P4D project, and expected outcome of the project activities in Bangladesh.

'Recommendations made in this workshop will be noted down, and then we will come back to your workstation to ask you to work with us to implement these recommendations.'

Arsen Stepanyan
Team Leader,
Platforms for Dialogue (P4D), Bangladesh

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

Appendix B: Participants Grouping

GRS / Citizen' Charter focal points or representatives from fifty-eight Ministries/ Divisions/ Institutions participated in the workshop. Besides, representatives from Civil Society Organizations (CSOs), autonomous bodies, training institutions, Local Government Institutes (LGIs) participated in the workshop as participants.

Grievance Redress System Group 1

SL	Name / Designation / Organization
Question 1	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.
Facilitator Name	Md. Shafat Mahbub Chowdhury, Deputy Secretary, Field Administration Liaison Branch, Cabinet Division
	Participant Name
1.	Representative, Bangladesh Parliament Secretariat
2.	Representative, Internal Resources Division
3.	SM Alam, Joint Secretary, Department of Bridge
4.	Representative, Ministry of Foreign Affairs
5.	Md. Nazrul Islam, Joint Secretary, Ministry of Information
6.	Asgar Ali Sabri, Director, Action Aid Bangladesh
7.	Representative, Governance Innovation Unit, Prime Minister's Office
8.	Swapan Kumar Guha, Executive Director, Rupantor

Grievance Redress System Group 2

SL	Name / Designation / Organization	
Question 2	What are the steps to be taken by the government (Identify at least 5) for ensuring inclusive governance in Bangladesh?	
Facilitator Name	Md. Shahidul Islam Chowdhury, Deputy Secretary, Cabinet Decisions Implementation Monitoring Branch, Cabinet Division	
Participators Name		
1.	Md. Belayet Hossain Talukder, Additional Secretary, Secondary and Higher Education Division	

2.	Dr Md. Atiqur Rahman, Additional Secretary, Ministry of Disaster Management and Relief
3.	Representative, Power Division
4.	Md. Golam Sarwar, Joint Secretary, Law and Justice Division
5.	Representative, ICT Division
6.	Representative, Public Division, Office of the President of Bangladesh
7.	Shahida Pervin, Bangladesh Nari Progati Sangha (BNPS)
8.	Sharmin Sultana, Senior Assistant Secretary, IMED

Grievance Redress System Group 3

SL	Name / Designation /Organization
Question 4	What are the tools you think appropriate for monitoring Grievance Redress System implementation in Bangladesh? Please illustrate the process.
Facilitator Name	Mohammad Sazzad Ul Hasan, Deputy Secretary, General Branch, Cabinet Division
Participators Name	
1.	Abeda Akter, Joint Secretary, Ministry of Social Welfare
2.	Representative, Energy and Mineral Resources Division
3.	Md. Lutfar Rahman, Joint Secretary, Technical and Madrasa Education Division
4.	Representative, Ministry of Foreign Affairs
5.	Asma Tamkeen, Additional Secretary, Local Government Division
6.	Afia Khatun, Joint Secretary, Ministry of Defence
7.	Representative, PRIP TRUST
8.	Representative, NILG

Grievance Redress System Group 4

SL	Name, Designation & Organization	
Question 9	Identify the challenges related to our administrative culture for effective implementation of accountability tools in Bangladesh. Please suggest steps to overcome those challenges.	
Facilitator Name	Mohammed Jahedur Rahman, Deputy Secretary, Grievance Redress Branch (Additional Charge), Cabinet Division	
Participators Name		
1.	Representative, Ministry of Housing and Public Works	
2.	Md. Abdur Rouf Khan, Joint Secretary, Road Transport and Highway Division	
3.	Representative, Financial Institutions Division	
4.	Representative, National Housing Authority (NHA)	
5.	Rowsan Ara Begum, Joint Secretary, Ministry of Science and Technology	
6.	Representative, Ministry of Railway	
7.	Representative, Shushilan	
8.	Md. Mizan Ul Alam, Additional Secretary, Ministry of Information	

Grievance Redress System Group 5

SL	Name /Designation / Organization	
Question 10	How we can ensure citizen's participation in service delivery system through Grievance Redress System.	
Facilitator Name	Munna Rani Biswas, Assistant Chief, Project Section, Cabinet Division	
Participators Name		
1.	Md. Munim Hassan, Joint Secretary, Public Security Division, MoHA	
2.	SM Asaduzzaman, Joint Secretary, Election Commission Secretariat	
3.	Pankaj Kumar Paul, Joint Secretary, Ministry of Shipping	
4.	Representative, Ministry of Religious Affairs	
5.	Mst. Kamar Jahan, Deputy Secretary, Ministry of Food	

SL	Name, Designation & Organization	
6.	Representative, Ministry of Environment, Forest and Climate Change	
7.	Advocate Md. Mondol Mohon, Program Coordinator, Banchte Shekha	
8.	AKM Aftab Hossain Pramanik, Joint Secretary, Local Government Division	

Grievance Redress System Group 6

SL	Name, Designation & Organization	
Question 12	Please suggest at least 5measures you think appropriate for awareness building among the citizen on Grievance Redress System and other social accountability mechanisms	
Facilitator Name	Sultana Nahar, Deputy Manager Communication & Capacity Building, MRDI	
Participators Name		
1.	Md. Masudul Hasan, Joint Secretary, Ministry of Public Administration	
2.	Shyamal Chandra Karmaker, Joint Secretary, Ministry of Fisheries And Livestock	
3.	Representative, Prime Minister's Office	
4.	Md. Tarikul Alam, Joint Secretary, Statistics & Informatics Division	
5.	Md. Humayun Kabir, Program Manager, Oporajeyo Bangladesh	
6.	Mustakim Billah Paruqui, Joint Secretary, Ministry of Civil Aviation and Tourism	
7.	Md. Monayem Uddin Chowdhury, System Analyst, Rural Development and Cooperative Division	
8.	Representative, BPATC	

Citizen's Charter Group 1

SL	Name , Designation & Organization	
Question 3	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	
Facilitator Name	Dr Mohammad Azizul Haque, Deputy Secretary, Performance Implementation Monitoring Branch, Cabinet Division	
Participators Name		
1.	Nesar Ahmed, Joint Secretary, Ministry of Primary and Mass Education	
2.	Representative , Finance Division	
3.	Monoj Kumar Roy, Joint Secretary, Health Education and Family Welfare Division	
4.	Representative, Ministry of Industry	
5.	Dr Md. Aminur Rahman, Joint Secretary, Ministry of Agriculture	
6.	Md. Nagibul Islam, Additional Secretary, Ministry of Expatriates' Welfare and Overseas Welfare	
7.	Representative, Rupantor	
8.	Representative, Socio Economic Infrastructure Division	

Citizen's Charter Group 2

SL	Name , Designation & Organization	
Question 5	How we can measure citizen's satisfaction/feedback in service delivery system?	
Facilitator Name	Md. Rafiqul Islam, Deputy Secretary, Planning & Budget Branch, Cabinet Division	
Participators Name		
1.	Representative, ERD	
2.	Shibani Bhattacharja, Joint Secretary, Ministry of Women and Children Affairs	
3.	Dr Md. Mujuru Rahman, Ministry of Land	

SL	Name , Designation & Organization	
4.	Representative, Ministry of Religious Affairs	
5.	Representative, BIAM	
6.	Sabina Yasmin, Joint Secretary, Ministry of Textile and Jute	
7.	Representative, Ministry of Cultural Affairs	
8.	Representative, BPATC	

Citizen's Charter Group 3

SL	Name , Designation & Organization	
Question 6	What are the tools or mechanisms you think appropriate for monitoring Citizen's charter implementation in Bangladesh?	
Facilitator Name	Khandker Sadia Arafin, Deputy Secretary, Administrative Reforms Branch, Cabinet Division	
Participators Name		
1.	Md. Masud Karim, Additional Director General (Additional Secretary), National Institute of Mass Communication, Ministry of Information	
2.	Iqbal Mahmud, Joint Secretary, Posts and Telecommunications Division	
3.	Representative, Planning Division	
4.	Kuazi Md. Anwarul Hakim, Joint Secretary, Ministry of Chittagong Hill Tracts Affairs	
5.	Representative, Security Services Division	
6.	Nigar Sultana, Director, Thengamara Mohila Sabuj Sangha (TMSS)	
7.	Kazi Hasiba Jahan, Geographer, Dhaka South City Corporation (DSCC)	
8.	Md Najib, Joint Chief, Programming Division, Planning Commission	

Citizen's Charter Group 4

SL	Name , Designation & Organization	
Question 7	Please identify and list at least five reasons for low awareness about Citizen's charter in Bangladesh? What steps can be taken to build up awareness?	
Facilitator Name	Rowshan Ara Labony, Senior Assistant Secretary, Performance Management (Evaluation) Section, Cabinet Division	

Participators Name		
1.	Sheikh Muzibur Rahman, Additional Secretary, Health Services Division	
2.	Md. Mosharraf Hossain Molla, Joint Secretary, Ministry of Youth and Sports	
3.	Dr Md. Rezaul Haque, Additional Secretary, Ministry of Labour and Employment	
4.	Representative, Plan International Bangladesh	
5.	Representative, RAJUK	
6.	Representative, Ministry of Civil Aviation and Tourism	
7.	Representative, Rural Development and Co-operate Division	
8.	Representative, Planning Commission	

Citizen's Charter Group 5

SL	Name , Designation & Organization	
Question 8	Do you think, at this stage third party monitoring/ evaluation is necessary for ensuring accountability in service delivery system in Bangladesh? Give reasons why (at least five)?	
Facilitator Name	R H M Alaol Kabir, Senior Assistant Secretary, Performance Management (Implementation Monitoring-2) Section, Cabinet Division	
Participators Name		
1.	Representative, Shimantic	
2.	Representative , Ministry of Commerce	
3.	Kazi Hasiba Jahan, Geographer, Dhaka North City Corporation (DNCC)	
4.	Representative, Implementation Monitoring and Evaluation Division	
5.	Dr A S M Kamal, Cabinet Division	
6.	Representative, ERD	
7.	Representative, Ministry of Religious Affairs	
8.	Wazed Nawaz, Head of Program, Aporazeo Bangladesh	

Citizen's Charter Group 6

SL	Name , Designation & Organization	
Question 11	How we can ensure people's participation in preparation and implementation of Citizen's charter? Please describe the process.	
Facilitator Name	Sumana Sultana Mahmud, Chief of Party, The Carter Centre	
Participators Name		
1.	Dr Md. Mahbubul Alam, Head of Operation, Population Services and Training Centre	
2.	Representative , BPATC	
3.	Representative, National Academy for Planning and Development (NAPD)	
4.	Shafiul Azim, Joint Secretary, Cabinet Division	
5.	Md. Mutahar Hossain, Joint Secretary, Ministry of Water Resources	
6.	Saleh Ahmed Mujuffar, Director, BCSAA	
7.	Representative, Socio Economic Infrastructure Division	
8.	Dr Md. Abdul Mannan, Joint Secretary, Cabinet Division	

Appendices

1. Workshop Programme
2. Invitation Card
3. List of invitees
4. Background Papers
5. Keynote Presentation