

Situation Analysis Report

Grievance Redress System in Bangladesh

April, 2016, Dhaka



About this Report

This report reviews and maps existing grievance mechanisms or systems currently implemented or are in the process of implementation by ministries of the Government of Bangladesh (GoB) as well as NGOs or any development agencies. It presents a situation analysis derived from a mapping exercise/survey conducted by UNDP Bangladesh under the guidance of the Grievance Redress System (GRS) Technical Committee, organised by the Bangladesh Computer Council (BCC) and authorised by the Cabinet Division of Bangladesh.

The purpose of the situation analysis exercise was to find out, if government organisations, NGOs and Development Partners (DPS) had any formal grievance management mechanisms or redress systems in place and, if so, how these systems worked. Drawing upon primary information and based on specific indicators, an analysis has been done in terms of what the existing systems are and their effectiveness. A team of professionals from UNDP and BRAC reviewed existing literatures on GRS in the country and conducted consultations with selected stakeholders who are currently managing some form of complaint registry and redress system.

The final findings and analysis will be shared with stakeholders and the members of the GRS Technical Committee at a roundtable for comments, feedbacks and inputs.

This report identifies the major GRS mechanisms already in place (whether digitised or manual) and also explains their modus-operandi. It also identifies and recommends some specific features for an “ideal” grievance redress system that could be presented for the Cabinet’s consideration.

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GLOSSARY OF TERMS

BCC	Bangladesh Computer Council
BD	Bridges Division
CSO	Civil Society Organization
DP	Development Partner
GoB	Government of Bangladesh
GRO	Grievance Redress Officer
GRS	Grievance Redress System
LGD	Local Government Division
MEWOE	Ministry of Expatriates' Welfare and Overseas Employment
MHA	Ministry of Home Affairs
MoA	Ministry of Agriculture
MoD	Ministry of Defense
MoDMR	Ministry of Disaster Management and Relief
MoE	Ministry of Education
MoF	Ministry of Finance
MoFL	Ministry of Fisheries and Livestock
MoFood	Ministry of Food
MoHFW	Ministry of Health and Family Affairs
MoHPW	Ministry of Housing and Public Works
MoL	Ministry of Land
MoPA	Ministry of Public Administration
MoPME	Ministry of Primary and Mass Education
MWR	Ministry of Water Resources
NGO	Non-governmental Organization
NNPC	Nari Nirjaton Protirodh Committee
PTD	Ministry of Posts, Telecommunications and Information Technology
RTHD	Road Transport and Highways Division
SOP	Standard Operating Procedure
UNDP	United Nations Development Programme

EXECUTIVE SUMMARY

It has long been felt that the initiatives of different ministries and organisations in Bangladesh, including NGOs, need to be coordinated to develop an integrated Grievance Redress System (GRS) to make grievance redressal more effective and efficient for the public. The Cabinet Division, Government of the People's Republic of Bangladesh, has therefore authorised the Bangladesh Computer Council (BCC) to organise a technical committee to review and enrich the existing GRS software that draws upon the most effective technological architecture as well as feature-rich automation for the benefit of citizens. It is expected that such an initiative would also enrich the other various measures taken by different ministries and field level offices to address public grievances.

It was decided at the first meeting of the GRS Technical Committee, held on 31, December, 2015, to conduct a review and mapping of all grievance mechanisms or systems being implemented or in the process of implementation in the country by any government, non-government or development agencies. The purpose behind the initiative has been to maximise possible features for an updated and effective redress system that can be incorporated with the current GRS system of the Cabinet Division that was developed with support from the Asian Development Bank (ADB) and support on capacity building from A2I Project of the Prime Minister's Office. The learnings from all systems in existence in Bangladesh (whether in government or non-government sectors) will be used as valuable inputs for improving the Cabinet GRS. UNDP Bangladesh was requested to lead the mapping exercise by engaging technical professionals to trace and find any GRS mechanism in place (whether digitised or manual) implemented by GOs, NGOs, CSOs and DPs. The deadline for submitting the report on the findings of the survey was 21 January, 2016.

This report, therefore, provides a comprehensive picture including an analysis of existing GRS managed by GOs, NGOs, and DPs, in terms of whether such systems exist in Bangladesh in digital or manual form and their modus-operandi. The first chapter, which describes the study objective and methodology, both primary and secondary data were used for the research, while relevant literatures were reviewed and a quick survey was conducted to collect information from NGOs. The literature review has revealed that no comprehensive mapping studies have ever been conducted on existing GRS in Bangladesh. Previous studies in this area have mainly focused on review of government policies, citizen's charters, ministry documents and websites.

The second chapter of this report presents an analysis of existing GRS mechanisms used by different ministries. It presents a review as well as insights into the basic and most common components of GRS currently in practice. The survey has revealed that out of 52 ministries only six has some form of online grievance mechanism and all the 52 ministries also have the mechanism of manual GRS systems as per the guidance of the Cabinet division. However, most of these systems lack maturity and have only the basic provision for lodging complaints without enabling complainants to track the outcome of their complaints.

Some examples of government GRS are described in detail in the third chapter, which also identifies the Cabinet GRS to be among the most ideal as it fulfils the maximum number of indicators selected by the research team. The online grievance redress mechanism of the Bangladesh Bridge Authority was also identified as the most appropriate in terms of data security, website friendliness and attraction. On the other hand, the Road Transport and Highway Division website was observed to have the least amount of data privacy and the comments made by complainants were visible to everyone.

The report also presents insights on the existing practices of the NGO sector in terms of use of GRS, the fourth chapter of the report describes the findings of a telephone survey of altogether 16 GRS in 11 NGOs (BRAC, Christian Aid, Dnet, IID, Acid Survivors Foundation, Aparajeyo- Bangladesh, Ain-o- Salish Kendra, Bangladesh National Women Lawyers' Association, Bangladesh Mahila Parishad, Naripokkho, Manusher Jonno Foundation). Only three out of these 11 NGOs (BRAC, Dnet and Christian Aid) were found to have an online mechanism. BRAC manages an online GRS as the field partner of UNDP, Bangladesh, and receives complaints particularly for

violence against women related issues. Dnet, another NGO, runs an online GRS which works as a platform for the Right to Information Act while Christian Aid, Bangladesh has an online system used only by their employees. Although many other NGOs maintain hotline services that receive complaints, there is no specific mechanism for doing follow-up on the complaints filed through those services.

The final chapter summarises the findings of the rapid mapping exercise/survey. It also explains the indicators that the team identified as necessary for any grievance redress system to be effective and ideal. The chapter further puts forward some recommendations for consideration of the Cabinet Division of the GoB. These include recommendations for:

- Reviewing all available online based GRS packages and their merging under one online platform to make the system efficient and inclusive led by the Cabinet Division;
- Synchronising all grievance redress systems of NGOs with the Cabinet Division to ensure cohesion and uniformity with the online GRS. The government should encourage all NGOs to maintain their databases online so there is a way to connect them with the government system;
- Ensuring that grievance systems are both digital and manual. Manual systems are also needed given the huge population as well as low access to and lack of skills in using an online services.
- Conducting massive awareness and confidence building on GRS services among the population, and allocating dedicated financial resources for GRS, particularly for district, Upazilla and union levels.
- Ensuring that ministries publish status reports on GRS; and
- Developing standard operating procedures with flow charts for GRS.

While the initiative taken by the GoB to develop a centralised GRS under the Cabinet Division is praiseworthy, the success of the system depends on its development in a way that incorporates strategic and crucial components described in this report. A successful GRS would rely upon robust research of existing successful examples and should be activated after considering necessary inputs and feedbacks from all stakeholders from the government, NGOs and private sector. The information acquired through this study strongly suggests that other GRS mechanisms in the country should be reviewed for technical compatibility, that a feasibility study should be conducted to look into the possibility of linking up the different mechanisms, and that components of systems that pave the way for effectiveness should be incorporated in the proposed Cabinet Division GRS.

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CHAPTER 1: INTRODUCTION

1.1. Background

Grievance Redress System is recognised worldwide as one of the important indicators of an organisation's proficiency and efficiency. Grievance redressal is, in fact, a governance related management process. In the case of governments, it is usually established in order to ensure better public service for citizens. It is a platform for aggrieved parties to appeal to relevant authorities if they are dissatisfied with a service. Grievance Redress Mechanisms should be a part and parcel of the machinery of any administration if accountability is desired and expected. The role of GRS is very important in making administrations accountable to citizens, improving quality of services, and strengthening good governance. An administration cannot be accountable, responsive and user-friendly unless it has established an efficient and effective grievance redress mechanism. In fact, the GRS of an organisation - be it public or private - is an ideal tool to measure the efficiency and effectiveness of that organisation, as it provides important feedback on the working of its administration.

Grievances can result from dissatisfaction or discontent with government office's pledged services, service providing mechanism and quality of services and products. If there is an effective space or platform for seeking remedies or making statement on any grievance, be it reasonable or unreasonable, practical or impractical, it creates an opportunity for mitigation of citizen's dissatisfaction and discontent. The Government of Bangladesh (GoB) thus sees an urgent need for a modern, skilled, creative and people-oriented public administration and deems the existence of a modern grievance redress system crucial.

For an effective grievance redress system, the following factors are considered highly important:

- Dynamism in the functions of government offices and right coordination and directions between different government organisations and people;
- Broad scope and excellence of pro-people service delivery, and people's confidence and trust in government offices;
- An effective internal system of preventing corruption and other irregularities as well as a broad base of model-service delivery to targeted people achieved through optimum use of resources;
- Institutional integrity and social justice and satisfactory level of public service.

The GoB believes that there is nothing more meaningful than offering productive and sustainable development efforts which in turn ensure quality of services rendered by ministries/divisions and its associated agencies. Article

21(2) of the Bangladesh Constitution states that, “Every person in the service of the Republic has a duty to strive at all times to serve the people.” Furthermore, instructions 262(1) and (2) of chapter 8 of the Secretariat Instructions 2014, instruct to make provisions for receiving opinions from citizens as well as redress grievances in a transparent and neutral manner and follow effective methods for conserving complaints. The Vision 2021 (Section 2 & 5) also emphasise on promoting effective systems for curbing corruption and establishment of good governance.

In order to develop a citizen-oriented public administration by inspiring government officials to provide service with transparency and accountability, the Cabinet Division, on behalf of Government of Bangladesh, took the first ever initiative of GRS in Bangladesh. In the Public Administration Reform Commission, 2000 report, it was recommended to receive and redress grievances centrally. In the light of these recommendations, a central system of receiving complaints from citizens was introduced at Gate 5 of the Cabinet Division Secretariat. As a result of a circular issued from the Cabinet Division on resolving received grievances in 2007, all complaints are sent to focal points of ministries/divisions for redress. A format for this centralised GRS, both in manual and online platforms, has been established to implement grievance redressal for mitigating people’s complaints relating to end to end service delivery. The online platform, which is an interactive web-based software and portal, has been introduced by the Cabinet Division to properly handle grievances with a range of procedures to facilitate reporting and resolution of grievances in a non-threatening, supportive environment. This newly designed software will help to translate the existing grievances policies into a workable database structure with each ministry having an access to a three-tier redressal mechanism where grievances will be received at GRS focal point who will forward the received grievances to the right authority such as organization/departmental focal points who will in turn delegate to appropriate implementing authority under his/her authority for grievance redressal. The system is available online at www.grs.gov.bd.

In a subsequent step, the Cabinet Division authorised the Bangladesh Computer Council (BCC) to organise a technical committee to review and enrich the online GRS software that draws upon the most effective technological architecture as well as feature-rich automation for the benefit of citizens. The idea behind this step was that the initiatives of different ministries and organisations in Bangladesh, including NGOs, needed to be coordinated to develop an integrated GRS in Bangladesh to make grievance redressal more effective and efficient for its citizens. A strong well-designed redress system at the Cabinet Division is expected to also enrich the other various measures taken by different ministries and field level offices to address public grievances.

At the first meeting of the GRS Technical Committee, held on 31, December, 2015, it was decided to conduct a review and mapping of all grievance mechanisms or systems being implemented or in the process of implementation in the country by any government, non-government or development agencies. It was agreed that this mapping survey exercise would consider any form of mechanism for a redress system, not necessarily of grievances, and track complaints as well. The purpose behind the initiative has been to maximise possible features for an updated and effective redress system that can be incorporated with the current GRS system of the Cabinet Division. The learning from all systems in existence in Bangladesh (whether in government or non-government sectors) will be used as valuable inputs for improving the Cabinet GRS. UNDP Bangladesh was requested to lead the mapping exercise by engaging technical professionals to trace and find any GRS mechanism in place (whether digitised or manual) implemented by GOs, NGOs, CSOs and DPs. On the part of UNDP, Ms. Majeda Haq, Programme Analyst, UNDP Bangladesh was entrusted with the responsibility of coordinating the entire research and survey task and submitting the report by 21 January, 2016.

1.2. Objective of the situation analysis exercise

The objective of the situation analysis exercise was to look into key organisations such as GOs, NGOs and DPs having any formal mechanism to redress grievances. The aim was to trace and find out if there were any GRS mechanism (whether digitised or manual) being implemented in the country along with their modus-operandi. The research was expected to reveal effective feature-rich components that can be incorporated with the existing GRS. A part of the task was to also provide an analysis of the survey findings along with recommendations to improve the existing GRS in Bangladesh.

1.3. Survey methodology

This survey was carried out by a team of professionals (five-member team – four from UNDP and one from BRAC) who were responsible for reviewing literature, collecting information and conducting consultations with selected stakeholders who deal with grievances or some form of complaint registry and redress system. The team member from BRAC was responsible for collecting mapping information from relevant NGOs/INGOs/CSOs as per the guidance of the Programme Analyst, UNDP Bangladesh.

The following steps were taken to conduct the mapping exercise:

- Review existing literatures available on GRS or complaint registry system of GOs, NGOs, CSOs and DPs and summarise key findings.
- Develop a format for listing existing GRS implemented by different sectors (public and private sectors, and NGOs).
- Prepare a questionnaire template for conducting the mapping exercise and finalise it in consultation with the Cabinet Division and the BCC.
- Consult with selected stakeholders (GO/NGOs) who deal with GRS and have experience in maintaining databases.
- Visit key ministries, NGOs or DPs to find out evidence based in-depth information.
- Incorporate in report as annexure the outcome of discussions held with different stakeholders.
- Submit report on the findings of the survey along with recommendations for modalities to design an integrated GRS platform.
- Present the survey findings before the GRS Technical Committee in a roundtable at the BCC for comments, feedbacks and inputs.
- Submit final report after receiving feedback from the Technical Committee.
- If required, provide support to the Cabinet Division in developing a feedback framework for institutionalising a single domain system for reporting complaints.

1.4. Outcome and limitations of the survey

The survey has revealed that no detailed mapping exercise on GRS of this nature has ever been conducted previously by GRS implementing organisations. The team found only a few study reports such as, a scoping study by the ADB, a Helpdesk Research Report by the GSDRC, and a MJF Study on GM UNDP's Online Database on VAW. This survey study was, therefore, the first of its kind in providing a wider mapping analysis of the exiting GRS in Bangladesh and capturing basic mapping information on agencies, in particular 52 ministries and divisions and 14 NGOs.

However, the team was not able to review the GRS implemented by the private sector, bank and insurance companies. Due to the nature of the survey and time constraints, the research mainly depended on a review of secondary literature on GRS, which was not always possible to verify. Moreover because of time constraints, the team was not able to carry out in-depth investigation by visiting every ministry and NGO under the purview of the survey. Information was gathered from 52 selected GOs and 11 NGOs (16 GRS) through telephone interviews with designated officials.

Summary of literature review findings

The survey team discovered that there were very few studies on the existing GRS of government and non-government agencies. The one major paper focusing on GRS is a research report by Brigitte Rohwerder and Sumedh Rao, titled “Grievance Redress Mechanism in Bangladesh”, but it is based on only desk review and secondary data. Although it provides somewhat detailed information on GRS currently active under four different World Bank projects (social safety net projects providing services in the areas of cash transfer, income support, education opportunity etc. to the poorest), it just offers a snapshot of the existing GRS in Bangladesh. There are other GRS run by non-government organisations such as BRAC and Christian aid, but information on these organisations is very generic. Since the analysis is based on secondary data only, it does not cover several GRS currently in place and run by NGOs. In addition, lack of primary data also results in a narrow view of the situation.

A scoping study of Cabinet Division supported by ADB provides an overview of the government's stand on establishing a GRS for good governance. The report, titled “Grievance Redress System In Bangladesh: Improving Public Administration and Services Delivery through e-Solutions” explains the process and performance of government GRS and discusses government policies such as, Vision 2021, the 6th Five-Year Plan and the National Integrity Strategy (NIS) as well as their endorsement of a digitised GRS. According to this report, “Average disposal rate of grievances is at only 55.92%. Total number of grievances stagnant at 15,000 level only up to 2010 – ICT enabled with multiple delivery channel based GRS is the need of the hour.” The report, presenting an assessment of the current GRS implemented by the Ministry of Food and Ministry of Telecom, also provides a gap analysis of the existing systems, identifies opportunities for improvement, gives an insight into various dimensions of an effective and feasible GRS in Bangladesh and provides examples of best practices. The characteristics to be adopted, maintained or avoided by the GoB in the course of implementing a GRS are categorised in a matrix. However the report, although providing a clear road map for developing a comprehensive GRS along with implementation strategies, only focuses on government GRS and does not give sufficient attention to synchronising NGO GRS with potential GoB GRS.

The Manusher Jonno Foundation (MJF) conducted a needs analysis of GRS in Bangladesh titled “Piloting a Grievance Mechanism for Government of Bangladesh’s Social Protection Programmes, 2015”. The study suggested that some reform at the organisational and structural level is essential for achieving optimal results. However, the report also suggested that to refrain from implementing projects in anticipation of an advanced GRS for possible future reforms is also unrealistic. Strengthening communication at union level and thereby facilitating the filing and redressal of complaints might be an answer. The study emphasises the need for CSO partner and civil society efforts in this regard and states that to make GRS successful, considerable work is needed on the demand side as well as a strict monitoring system.

The study report “National Online Database on Violence Against Women” sheds light on an endeavor of the UNDP, MoWCA and BRAC on the issue of Violence Against Women (VAW). UNDP conducted a mapping and scoping study for which individual government and NGO websites were reviewed to gather relevant information. The study revealed that there was no comprehensive, integrated or well-coordinated database at the national level, and nor were there studies conducted using primary data to provide a holistic understanding of the issue in hand. In collaboration with the GoB, a national database for VAW has therefore been established with BRAC working as the implementation partner. The database contains, “.....information and analysis on the main VAW issues, the causes of reported violence and prevalence, the necessary interventions and those involved, as well as the blind spots and steps taken; provides qualitative data analysis for reporting, strategic planning and advocacy; and enables the government, the UN, NGOs and donors to use the information in making informed decisions about the issues to address, as well as potential interventions and groups to work with.” The study report discusses the lack of a central national database and describes in detail the major online GRS primarily run by the non-government sector. It states that, “The government has different channels in place for collection of specific data on VAW. However, there is a scope for consolidating VAW data from MoWCA, the police, the judicial and health systems, the BBS, NGOs, research and academic institutions etc. for referral to service providers.”

The current research provides comparatively stronger insights on the issue, as it has used primary data for mapping the existing systems. It has also incorporated data from the NGO sector and prescribes specific indicators for an appropriate GRS.

CHAPTER 2: SITUATION ANALYSIS

2.1. Overview

There are a few independent systems that are run by different organisations in Bangladesh. There is also some provision to file complaints and seek remedies from divisional commissioner offices and district administration offices through e-file. The citizens can also submit their complaints through websites maintained by a few ministries.

In 2007 (revised in 2008), the GoB established a grievance redress system in all line ministries in order to help reduce grievances and improve service delivery in the public service as a whole. Prior to 2007, there were hardly any functional formal mechanism for receiving responses easily from public servants and many complaints remained unattended for months. Introduction of the grievance redress system in 2007 – although a manual system – offered a means to facilitate quick action on citizens' grievances and enhance public officials' responsiveness to such complaints. That outcome was made possible because of a strong monitoring and coordinating role played by the Cabinet Division with support from line ministries having a Grievance Redress Officer (GRO), previously known as GRS focal point, to deal with public complaints and grievances.

In 2011, with support from the Asian Development Bank (ADB) Cabinet Division designed and developed a software for all ministries for addressing grievances submitted to them and from 2014, with support on capacity building from A2I Project of the Prime Minister's Office, online GRS was designed to modernise and update the management of the existing grievance system, under the supervision of the Cabinet Division. Under this initiative the services of the system were expanded. Grievance Redress Officers were appointed to coordinate actions within the ministry and subordinate offices / officials and request them to promptly act on such complaints. Their responsibilities also included responding to the Cabinet Division on specific complaints as well as sending monthly reports on the disposal of complaints. Because it is a central control system and coordinated by the Cabinet Division, the general public is expected to feel more encouraged to file complaints.

In 2015, The Coordination & Reform Unit of the Cabinet Division published a guideline on Grievance Redress System. This guideline provides clear instruction on the definition of GRS, citizen's charters and services; demarcation areas of GRS in government, semi-government and autonomous body; classification of grievances; terms of references of classification of grievances; redress mechanism; responsibility of ministries/divisions/subordinate agencies including the Cabinet Division and finally, the terms and conditions of monitoring and grievances research. It further provides a mechanism for reducing risk for public service delivery, an avenue for expressing concerns, achieve remedies for accessing public services, and promote good governance and accountability through a mutual effective relationship between citizens and service providers.

The guideline specifies the type of grievances to be addressed and the responsibilities of the Grievance Redress Officer:

○ Type of Grievances:

- **Public grievance:** Applications submitted electronically or by conventional means by citizens on their dissatisfaction or aggravation on the services or products and/or service providing processes or unlawful act related to expected/given services or refusal to provide services to citizens/officials lawful right under the purview of government/semi-government/autonomous organisations will be considered as public grievances.

- **Staff grievance:** Applications submitted by officials of government/semi-government/autonomous organisations on their dissatisfaction or aggravation on receiving deserved services or legitimate rights as the officials of that organisation is defined as staff grievance. Retired officials' grievance complaint for pension, gratuity, or any other financial benefits will also be classified as staff grievance.
- **Official grievance:** Letters submitted electronically or by conventional means by any organisation on the dissatisfaction on services or products and/or service providing processes or refusal to provide services will be considered as official grievance.

○ Appointment specification of Grievance Redress Officer

The Cabinet Division guideline dictates that no additional position needs to be created for grievance redress. It instructs to appoint Grievance Redress Officers (GRO) and Appeal Officials from existing workforce. The ministries/divisions will appoint one GRO and one Appeal Official for every department/organisation/other offices for receiving service related complaints and for handling their redressal. Therefore:

- GRO at union, upazila and district levels will be a designated official for relevant offices at district level, while GRO at divisional level will serve as appeal authority for relevant offices at district level.
- GRO at divisional level will be a designated official at divisional level and GRO from ministry/department level will serve as appeal authority for offices at divisional level.

The guideline for the Grievance Redress System of 2015, published by the Cabinet Division, defines grievance as: "Applications submitted electronically or by conventional methods by citizens/officials' on their dissatisfaction on the services or products and/or service providing processes or unlawful act related to expected/given services or refusal to provide services to citizens/officials lawful right under the purview of government/semi-government/autonomous organisations." The guideline also mentions the commitment of providing service/citizen's charter as "written commitment to provide services to citizens by various government/semi-government/autonomous organisations", and services as "services or products and/or service providing processes by government/semi-government/autonomous organisations or their officials in the context of grievance redress system."

However, in conventional terms GRS is quite often broadly defined as "instruments, methods, and processes by which a resolution to a grievance is sought and provided". A number of mechanisms or systems are available to aggrieved parties to access redress. These can be complex and diverse, and includes a country's judicial (judicial institutions), administrative (government bureaucracy at different tiers – local, district and national level), political systems (political institutions, i.e., parliament and selected committees).

- GRO at department level will be a designated official from respective departments and GRO from ministry level will serve as appeal authority for offices at division level.
- GRO at ministry level will be a Joint Secretary and the appeal authority for the GRO at ministry level will be a Senior Joint Secretary/Additional Secretary.

2.2. GRS in public sector

Following the principles of the Citizen's Charter, a total of 52 government ministries and agencies were found to have introduced GRS mechanism in close coordination with the Cabinet Division. All GRS followed by 52 ministries and divisions consist of three basic components (as explained by figures 3.1, 3.2, & 3.3). The citizen's charters of these ministries contain a list of designated personnel responsible as focal persons (known as Grievance Redress Officers) for grievance redress, along with their contact information and turnaround time for responses. However at the time of the survey, links provided for grievance submission in three ministries and divisions (for both online and manual grievance submission) were found not working.

In addition to the information on GRS provided in the citizen's charters, the following six ministries have some form of online grievance submission mechanism:

- Cabinet Division (www.grs.gov.bd)
- Ministry of Land (www.minland.gov.bd)
- Ministry of Agriculture (www.moa.gov.bd)
- Road Transport and Highways Division (www.rthd.gov.bd)
- Bridges Division (www.bridgesdivision.gov.bd)
- Ministry of Women and Children Affairs (Accelerating Efforts to Prevent and Respond to Sexual and Gender Based Violence Project – www.vawdb.info.bd)

These grievances mechanisms maintained by the six ministries, however, are not uniform at all. These are all separate online systems maintained by different types of software. For example, the Road Transport and Highways Division has a complain submission system that reveals the identity of complainants (including their contact information). The information is published on their website as soon as the complaint is submitted, making the complainant potentially vulnerable to threats and other risks from the person/s against whom the complaint is made. Only one online system, i.e., the GRS maintained by the Cabinet Division, has provision for preserving the anonymity of complaints lodged. Furthermore, only one online GRS deals with human rights related grievances, which is the system maintained under the SGBV Project of MoWCA. None of the online systems notify complainants regarding how much time is required to address their complaints from the day of complaint submission.

In addition to the GRS maintained by the Cabinet Division and MoWCA, there are also some multiple systems for grievance redress at the subnational level. In recent times, GRS is also increasingly recognised as a tool to ensure transparency and accountability in the NGO sector as well. NGOs interventions, whether in the areas of health, education, financing or legal aid, focus primarily on ensuring citizen rights. As a result, many of them maintain some sort of GRS and often times it is also a donor requisite.

CHAPTER 3: GRS MANAGED BY GOVERNMENT BODIES

3.1. GRS of Cabinet Division

The Grievance Redress System led by the Cabinet Division is an online system for submission and redress of both public and official grievances. This web-based online system offers end-to-end tracking of grievances which anyone can post as registered or anonymous user. It offers a dedicated control panel for both citizens and designated officials who handle grievance redress on behalf of their respective offices. This system has a provision for sending acknowledgments and alerts to citizens by email.

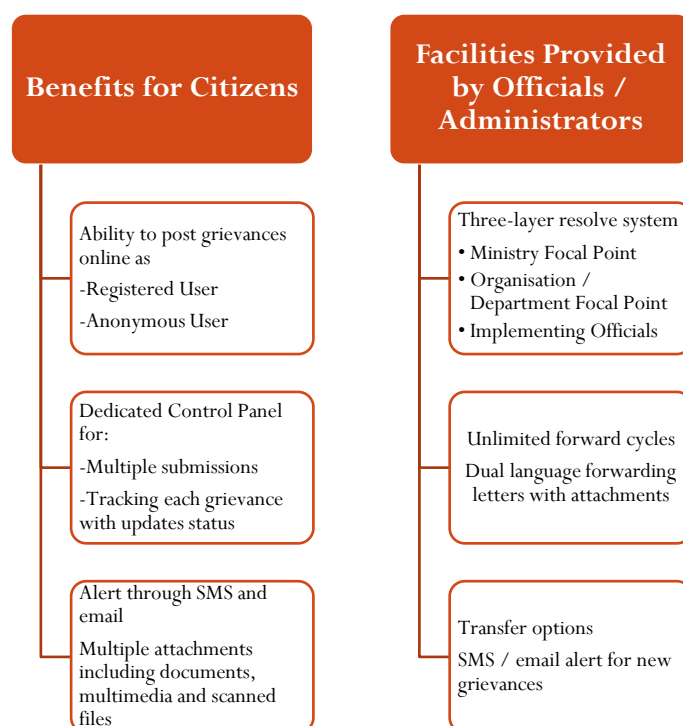


Figure 3.1: Key characteristics of Cabinet Division led GRS

Grievance redress by government officials is not just limited to GROs of ministries/departments. With a defined chain of command, it can also involve district/upazila level officials all the way to designated officials in embassies or consular overseas.

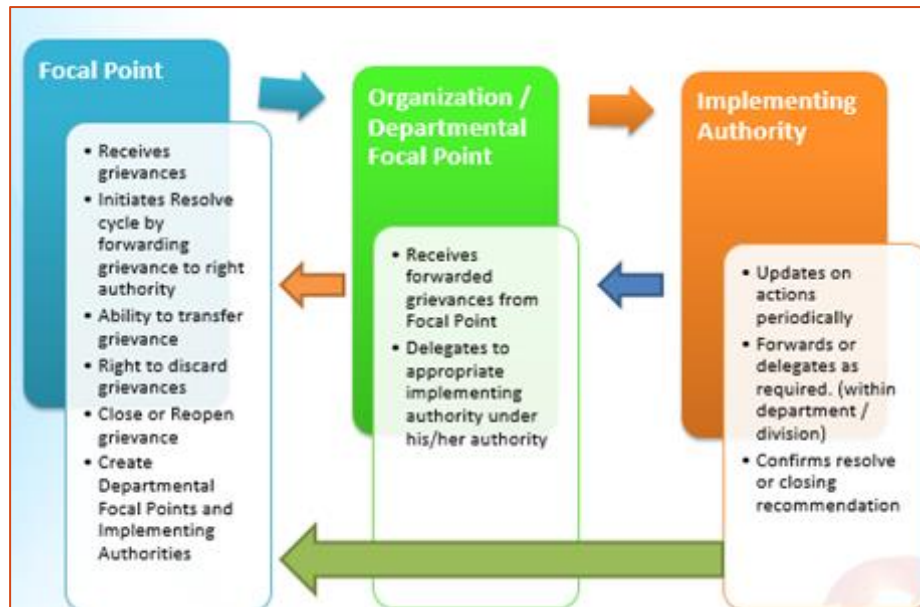


Figure 3.2: Complaint resolution process, cycle and user role

Grievance redress systems can be utilised by different levels of users including complainants from the demand side to personnel authorised for grievance redress in different offices.

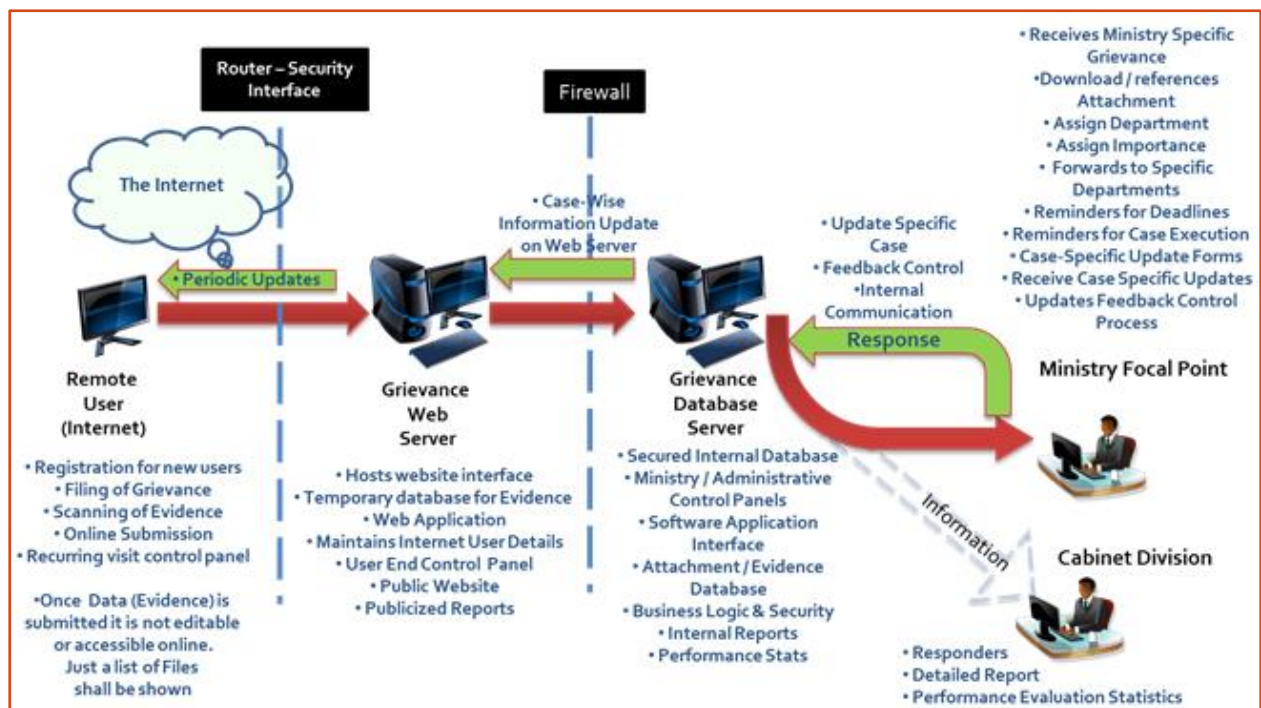


Figure 3.3: Information flow

Source: Grievance Redress System, Cabinet Division, Government of Bangladesh www.grs.gov.bd/Home/flow

3.1.1. Complaint submission

A user can submit a grievance in the three following ways:

1. **Complaint submission by registered user:** In this mode of complaint submission, complainants need to first register to the GRS website. Upon registering, complainants can submit grievances, track the status of submitted grievances through a control panel and give feedback. Complainants also receive notifications or alert through email on complaint submission as well as progress made on the complaint.

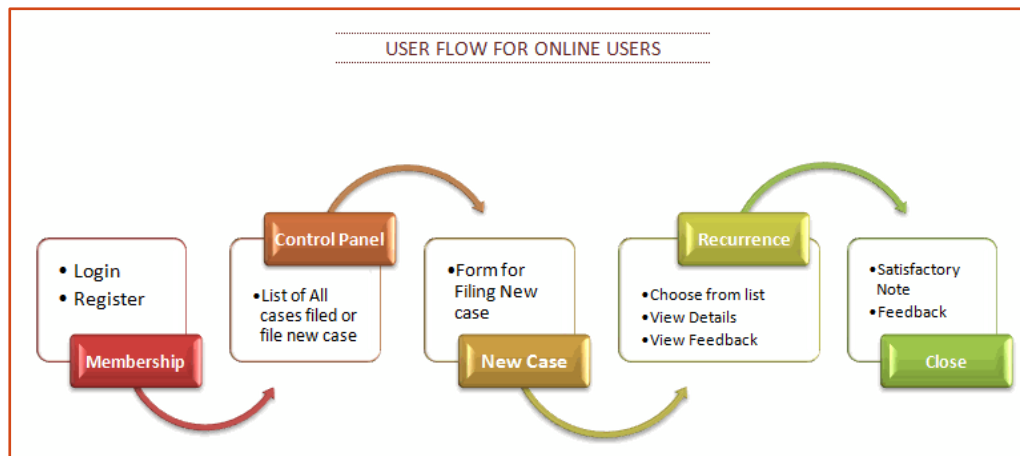


Figure 3.4: Complaint submission by registered user

Source: Grievance Redress System, Cabinet Division, Government of Bangladesh <http://www.grs.gov.bd/Home/help>

2. **Anonymous submission:** Grievance redress systems provide options for submitting complaints anonymously where complainants choose to keep their identity hidden. These complaints are entertained based on the evidence attached as well as documentation. Since complainants do not provide contact information such as emails in this type of complaint submission, they do not receive any notifications or alerts thorough email.
3. **Offline submission:** Grievance redress systems accommodate complaints submitted manually at citizen service booths located at the gates of the Secretariat. Authorised personnel at the gates, with proper administrative access to the GRS software, receive complaints directly from the complainants, enter the details into the GRS, generate acceptance slips for the users, and forward letters to the GRO of the ministry concerned. With the information printed on their acceptance slips, complainants have the option to track their complaints on the GRS website.

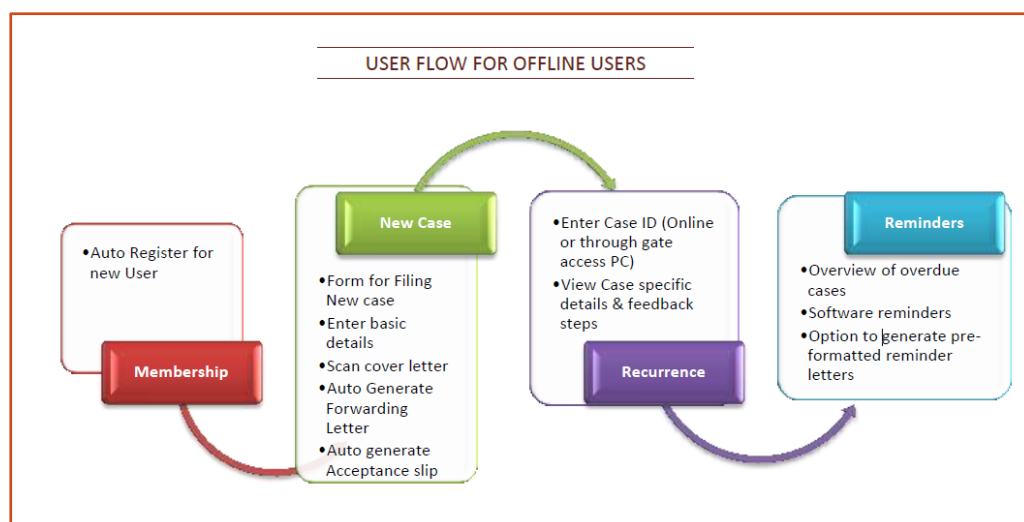


Figure 3.5: Complaint submission by offline user

Source: Grievance Redress System, Cabinet Division, Government of Bangladesh <http://www.grs.gov.bd/Home/help>

3.1.2. Administration levels

The GRS has the four following administrative levels with predefined access rights:

1. **Super admin:** Users with super admin access are the highest authority. Only designated users from the Cabinet Division/Prime Minister's Office are given this type of access. Users with super admin access can define check and update all information from ministries, and get updated information on the performances of these ministries, focal point or personnel in terms of grievance redress.
2. **Focal point admin:** The focal point admin is the highest authority on grievance received for their respective ministries. This type of admin has access to all grievances for the ministries they work for. They can prioritise grievances and assign general authority under their ministries for further action. Additionally, they are also given the authority to transfer grievances to other ministries.
3. **Focal point user:** The focal point user has access to all grievances received by their respective ministries. However, this type of users do not have any authority to take action on the complaints received except for generating reports and acknowledgement receipts for grievances received either online or offline, or any other tasks authorised by the admin.
4. **General authority:** The general authority user is the designated official such as DC/ UNO/TNO in any district administration, or even foreign mission officials anywhere around the globe. Upon being assigned by upper level admin, they can access control panels and respond to grievances sent only to them individually, by the focal point or any other higher authority.

3.1.2. Grievance submission and redress flow

The following diagram illustrates a summarised grievance submission and redress flow in the system. The system also has the provision to handle exceptions. The following diagram describes a generic case after a complaint is submitted in the GRS.

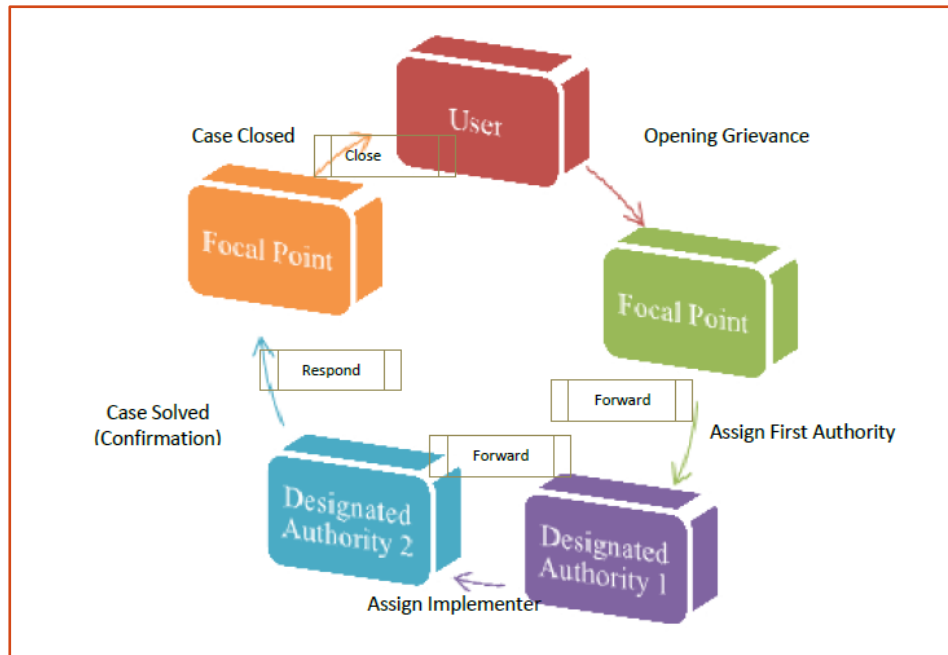


Figure 3.7: Grievance submission and redress flow

Source: Chain of Command, GRS, Cabinet Division, Government of Bangladesh www.grs.gov.bd/Home/flow

3.2. GRS of Ministry of Women and Children Affairs (maintained under SGBV Project)

The project on “Accelerating Efforts to Prevent and Respond to Sexual and Gender Based Violence (SGBV)” is a Gratuitous Relief (GR) Initiative from community to national level. The project runs a digital grievance platform created to report incidents of violence in real time; recording information on victims, perpetrators and violence incidents to provide a consorted response to SGBV women and girl victims. This pilot initiative on a digitised national database has been established to link all service providers at district, upazila & union levels, which will also contribute to the implementation of legal frameworks. The database is expected to better facilitate redressal of the sufferings of violence victims through prompt response and referral as well as solicitation of support service centers from police, hospital, court, shelter homes and others.

The online system can only be accessed by authorised users (high officials of MoWCA, DC, UNO, SP, OC, district and upazila Women Affairs Officers, authorised PNGO (BRAC) staff at district and upazila levels and selected UDC entrepreneurs at union level). These authorised users can register complaints related to violence against women into the online database. Prior to registration, victim data are collected from different sources such as the BRAC Polli Shomaj (village federation), media, Union Parishad, community policing forum, local volunteers, and the victims and their families. Victim complaint is verified by the Nari Nirjaton Protirodh Committee or NNPC (Violence Prevention Committee) at union level which is mandated for this task.

Every complaint is continuously tracked by designated officials and follow up information is registered into the database. Among various other reports, the system generates monthly victim summary reports for and disseminates to district/upazila/union levels. Victim support is provided by the NNPC from district to union levels and also by service providing agencies and the status and follow-up actions taken on each victim are recorded accordingly.

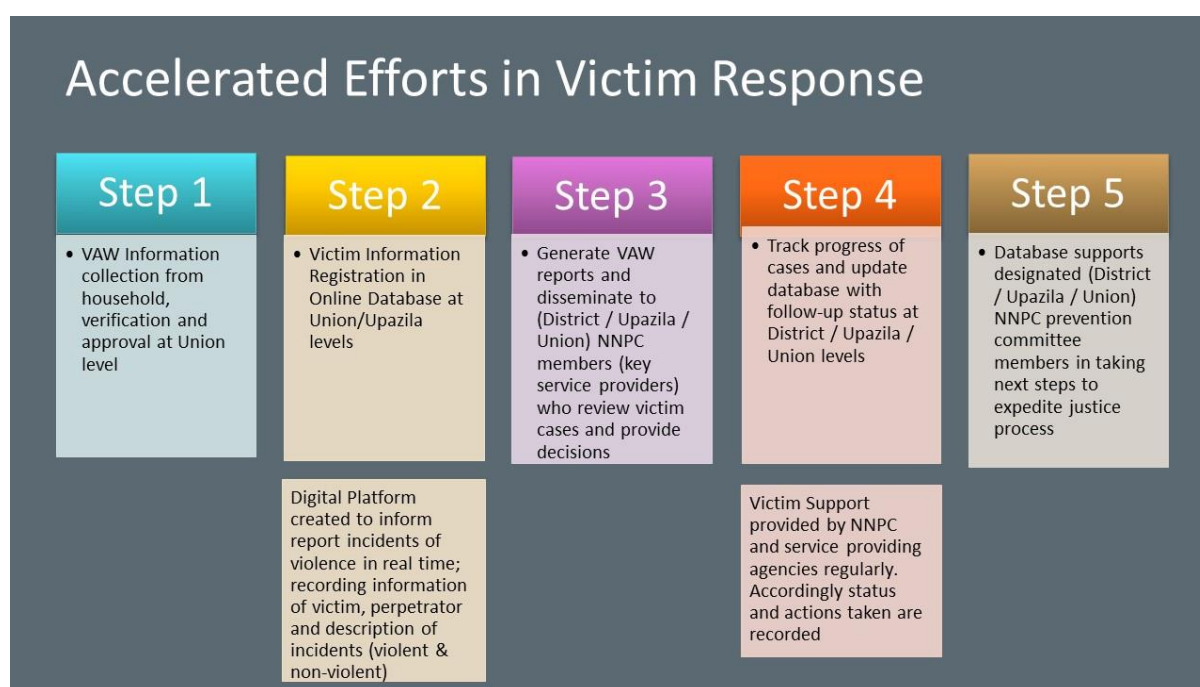


Figure 3.8: SGBV Project information flow

3.2.1. Data registration process

The SGBV grievance redress system is different from the other grievances mechanisms in that it collects a wide range of victim information including information on perpetrator(s), assistance received by the victim etc. During victim registration, users authorised to register data have the option to save victim data in three different steps. In the first step, basic information is registered such as incident type, date and time, person who reported the incident and other information such as victim's name, age, parents' names, marital status, husband's name, victim's occupation and if disabled, nature of the disability. The second step involves registering place of incident, victim's current and permanent address, phone number and other information such as, NID/birth registration number, financial status, religion, whether first aid had been given after the violence incident, whether the victim had needed emergency medical care, victim's physical condition during data collection, etc. In third step and final step, the information registered includes perpetrator's details such as name, sex, age, occupation, address, marital status, religion, social and financial status, current whereabouts (if known), relation between victim and perpetrator (if any), whether they had any previous enmity, cause of incident and description, data collector and data verifier's details, and number of perpetrators (whether one or more).

At the end of any of the first two steps, users can choose to save victim information as draft and complete it later. Considering the number of fields users have to fill in and the poor/intermittent internet connection in some of the remote areas of Bangladesh, this capability of registering victim data over a span of time gives users the flexibility to complete registrations at their own convenience. Furthermore until all the steps are completed, victim information cannot be viewed by other users. Once all steps are completed, victim information becomes available for all authorised users who can generate reports from the database for different stakeholders including the NNPC at union/upazila/district levels.

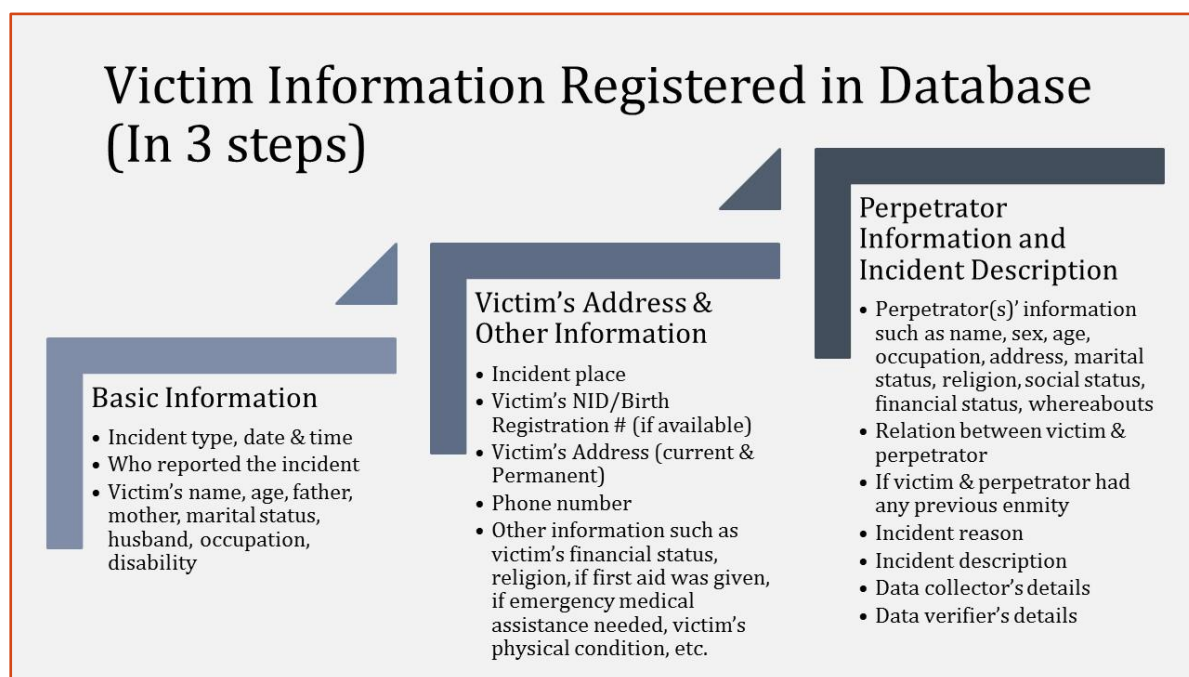


Figure 3.9: Three steps of data registration

3.2.2. Data registration during follow-up

Once full victim information is registered, authorised users can then add follow-up information to the database. Follow-up information includes:

- Follow-up status (resolved or unresolved)
- Description of follow-up actions taken
- If case was filed then,
 - Whether the case was filed in thana or court
 - Case number
 - Case date
 - Present status of case (FIR, post-mortem, charge sheet filed, warrant issued, etc.)
 - If formal mediation was carried out
 - Other steps taken
 - Other information (assistance received by victim from other sources, and some incident type specific follow-up information)

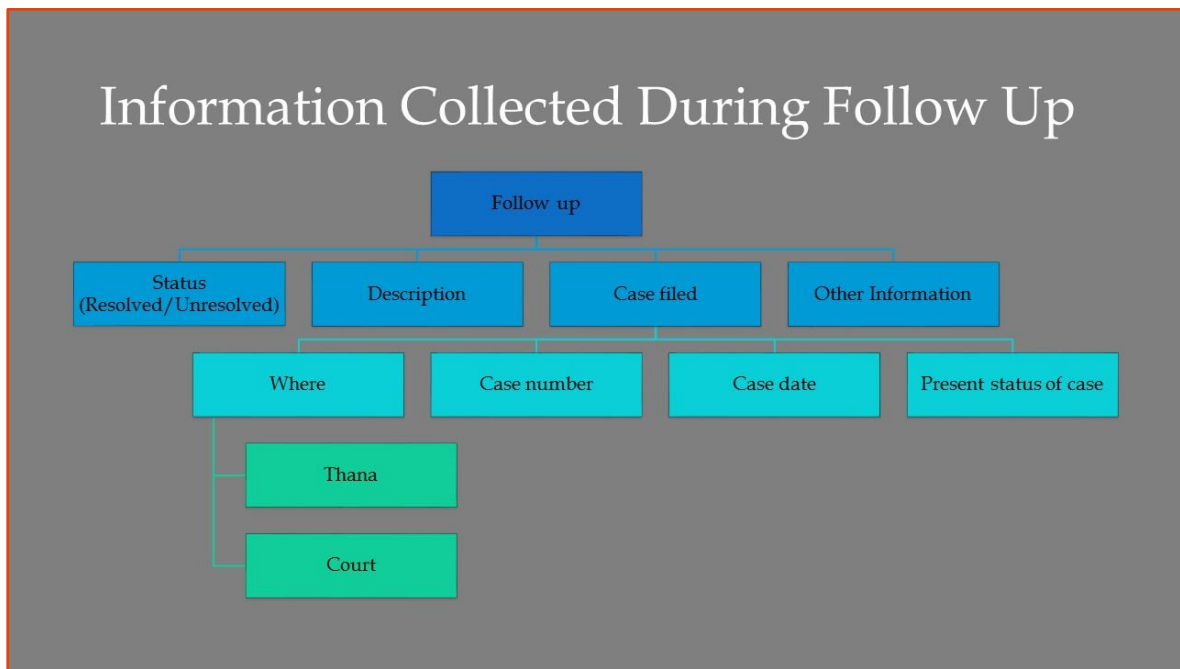
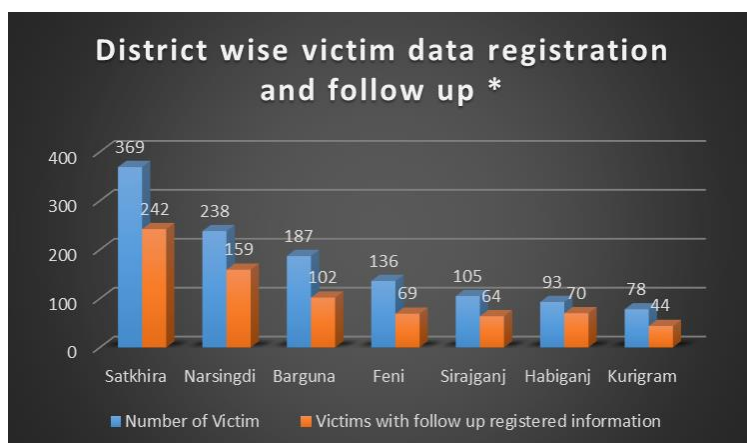


Figure 3.10: Data registration during follow-up

3.2.3. Sample of registered data

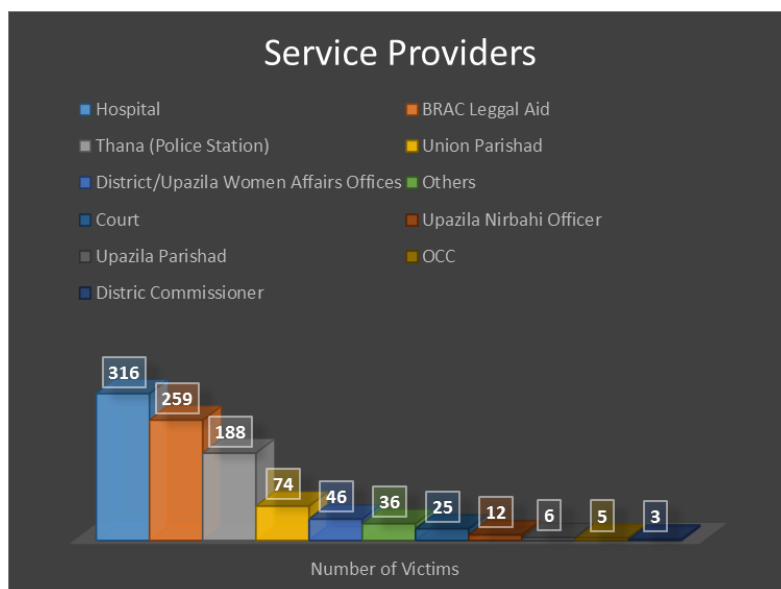
Victim data registration into the SGBV online database started on 13 June, 2015. Since then until 03 February, 2016, data on a total of 1206 victims were registered for ensuring access to victim support services in seven districts that are part of this pilot project.



* For victim data registered from 01 October 2015, to 03 February, 2016

District	Victim Number	Service Received
Satkhira	369	242
Narsingdi	238	159
Barguna	187	102
Feni	136	69
Sirajganj	105	64
Habiganj	93	70
Kurigram	78	44
Total	1206	750

Table 3.2.1: District-wise victim data registration and follow-up



* For victim data registered from 01 October 2015, to 03 February, 2016. ** In some cases, multiple follow-up actions were taken for single victims

Service Provider	Victim Number
Hospital	316
BRAC Legal Aid	259
Police Station	188
Union Parishad	74
District/Upazila Women Affairs Offices	46
Court	36
UNO	25
Upazila Parishad	12
OCC	5
DC	3

Table 3.2.2: Number of victims receiving service from district-wise service providers

Incident Type	Number of Victims
Physical Torture	455
Providing no Alimony	287
Rape/Attempt to Rape	167
Suicide/Attempt to Suicide	79
Dowry	54
Murder/Attempt to Murder	51
Child Marriage	28
Kidnapping/Attempt to Kidnap	23
Others	62
Total	1206

Table 3.2.3: Number of victims by incident type

3.3. GRS at sub-national level

At sub-national level, specifically in Feni district, the district and upazila administration have their own grievances management systems. The survey team visited the Feni district administration offices and came away with the following observations:

- The district and upazila level administration both run a web portal (www.feni.gov.bd) where complaints can be submitted. After the complaints are received, the DC forwards them to relevant focal points. Penal complaints are forwarded to the ADM, land related complaints are forwarded to ADC Revenue (Land) and other complaints are forwarded to the ADC general. The ADM also addresses complaints on violence against women referred by the SGBV Project.
- People make direct calls at times to lodge their complaints with relevant officials, or send email (dcfeni@mopa.gov.bd; alldc@mopa.gov.bd; alluno@mopa.gov.bd; alladc@gov.mopa.gov.bd) or use respective Facebook pages of the district and upazila, e.g. the DC has his own Facebook account where he receives complaints which he forwards to respective ADCs or UNOs.
- The e-mobile court is a web-based system (www.ecourt.gov.bd) that handles complaints filed with mobile courts.
- The district and upazila level administration offices have complaint boxes. They also hold public hearings once a week and maintain a register book. Furthermore, a summary report is prepared in hardcopy from the district administration offices. The report contains complaints, information on law & order, services received etc. which is sent to the central ministry.
- Reports on critical incidents are communicated to district and upazila officials from various government initiatives including the SGBV project of MoWCA.
- The GRS (both in manual and online form) at sub-national level lack uniformity and although hardware and software were strong at district level, there were no dedicated technical professionals for handling system maintenance.

The team also put forward the recommendation that given the huge population and since not all citizens have the ability to access and use online services, grievance redress systems should be in both online and manual form. It was further recommended to put in place some sort of initial screening as not all complaints turn out to be authentic.

Table 3.3.1: Features of online GRS by maintained by ministries/departments

Name of Ministry/Department						
Indicator	Cabinet Division	Ministry of Agriculture	Ministry of Land	Road Transport and Highways Division	Bangladesh Bridge Authority	Ministry of Women and Children Affairs (SGBV)
Online	✓	✓	✓	✓	✓	✓
Data security/privacy	✓	✓	✓	✓	✓	✓
Online notification of complaint submission	✓	✓	*	*	X	✓
Data authentication	X	*	X	X	X	✓
Anonymity	✓	X	X	X	X	X
End-to-end tracking mechanism	✓	X	X	*	✓	✓
Classification of grievances (with proof)	*	X	✓	X	X	✓
Minimum time requirement notification	✓	X	*	*	X	✓
SOP of GRS in visual form	X	X	X	*	X	X
Appeal system	*	*	*	*	X	Not applicable
User friendliness	✓	*	X	X	✓	✓
Feedback options	✓	X	X	X	X	X
Additional Manual GRS Support						
Hotline	X	X	X	X	X	✓
Complain Box	**	**	**	**	**	**
Face to Face GRS	✓	✓	✓	✓	✓	✓

- ✓ The system has this feature;
 X The system does not have this feature;
 * Information not available
 ** Complain box is available at the Secretariat Gate, it is however not clear if complain box is available at individual ministries

Note: See Annex-3 for matrix on GRS in government organisations.

CHAPTER 4: GRS MANAGED BY NGOs

4.1. GRS of BRAC

BRAC runs several manual/document-based GRS through five different mechanisms. The system functions to ensure client and staff satisfaction, and the information submitted through this system is thoroughly authenticated. However, it only serves BRAC employees, its clients and cases where an individual is affected by either a BRAC employee or its services. The BRAC GRS consists of the following:

4.1.1. Online reporting system for women victims of violence

In collaboration with each other, UNDP and BRAC are managing an online GRS that accepts violence against women cases. BRAC is implementing this initiative as the field partner. The data acquired through this system are absolutely secure and a built-in tracking system provides detailed information about the status of a case, its progress or lack thereof, the time spent at each step etc.

4.1.2. Investigation and Grievance Management Unit

A non-digitized form of GRS, this independent unit of BRAC is responsible for processing any complaints filed by employees or clients. Employees file complaints in written form to the Chief People's Officer (CPO), HR, who, upon reviewing the complaints forwards them to the Grievance Investigation Unit. Thereafter, the unit conducts necessary investigation and prepares a report for a grievance management committee consisting of the CPO and five directors. The final decision is made by the committee based on the report and exiting organisational policies (Human Resource Policy and Procedure, Gender Policy, and Sexual Harassment Elimination Policy). The case information is entered in the central database and all the proceedings are recorded digitally. The system is also open to clients of the organisation in case there is a problem with its services or staff behavior.

4.1.3. Sexual Harassment Reduction Unit

This unit is particularly responsible for addressing all cases that are deemed as sexual harassment cases under the Sexual Harassment Elimination (SHE) Policy. Victims of sexual harassment can submit their complaints by email, letter or phone. Records on such information are maintained in hard copy format. Victims file their complaints directly to the Unit Head. A permanent committee under the unit conducts the investigation and prepares a report, which is then submitted to the Head of HR and programme concerned. The committee makes the final decision at their monthly meetings. This system is open to both staff and clients of BRAC; however, clients can only file cases that are associated with any misconduct of BRAC staff.

4.1.4. Customer Service Assistance (CSA)

CSA is managed by the Micro-finance (MF) Programme of BRAC. Although this system of assistance usually handles complaints from clients of the MF Programme, clients of any other programme may also submit their complaints through it. A complaint box is maintained at every MF branch office, and the Branch Manager is responsible for collecting and forwarding the complaints received to the Area Manager. In case the Area Manager is unable to solve the problem, the case is forwarded to the Regional Manager who then forwards it to one of the aforementioned units based on the severity of the case.

4.1.5. Hotline service for women and child victims of violence

As a part of the Violence Against Women and Children a Coordinated Approach (VAWC) pilot project, initiated in 2015, BRAC is running a hotline for immediate reporting of any violence in the regions of Comilla and Gazipur. This service is allowing proper follow-up of cases of violence victims and to provide necessary end-to-end services for victim rehabilitation.

4.2. GRS of Dnet – Right to Information Tracking System

Dnet is a not-for-profit social enterprise, established in 2001. It has been very active, by its mandate, in the promotion of Right to Information (RTI). In order to facilitate the growth of RTIA practice in Bangladesh, Dnet has developed a technology-based online platform. The platform, which is web-based and has a mobile app version, is primarily used by the general public for filing applications online to request information from government and non-government offices. If, after receiving such applications, any of the respective organisations fails to provide the information to the applicant within 20 days, an appeal can be submitted to the higher authority of the same institution. In case the higher authority fails to provide the information within a stipulated time, the case is taken to the Information Commission (IC) with the help of Dnet.

The general public will be able to track the progress/status of their applications at each stage. Similarly, the supply side authorities (information providers, appeal authority, Information Commission) will also be able to track and monitor the unit/countrywide status of filed applications for taking required actions. In addition to this any citizen may physically visit Dnet office and submit complaints on right information related case.

4.3. GRS of Christian Aid

This UK-based NGO runs two separate GRS, one for its employees and the other for its stakeholders/clients. The GRS of Christian Aid consists of the following:

4.3.1. Complaint management system for employees

Employees can file their grievances through an online GRS using a secure log-in code. The system has strong data security and the option to maintain anonymity. In order to redress complaints, the respective senior management of the organisation forms a committee to investigate and take action accordingly.

4.3.2. System for transparency and accountability

Christian Aid also receives complaints from clients through a manual system, submitted by email or phone. This system only addresses cases where an individual is affected by either the activities of the organisation or any of their network partners.

GRS by Institute of Informatics and Development (IID):

IID an independent think tank implements a unique type of grievance redress system titled Hello MP. Using ICT IID connects citizens of remote villages with their respective Member of Parliament (MP). Citizens verbally communicate their complaints and problems over a video conference and the MP takes immediate action to mitigate the problems. IID tracks the cases and later on informs the MP of the situation. A follow-up video conference with the MP is conducted after 4-6 weeks with the same group of population.

Child Helpline of Aparajeyo-Bangladesh:

Aparajeyo Bangladesh manages a Child hot-line system that receives complaint through a 24 hour hotline service. The information collected through phone calls are documented manually. The organization provide counselling and legal service to the victims. In special cases the applicants are referred and connected with the relevant ministry. The organization works with complainant while their case is processed by government.

4.4. GRS of Manusher Jonno Foundation (MJF)

MJF under the DFID funded Strengthening Government Social Protection System (SGSP) has been working with 12 Partner NGO since May, 2015 in 12 Upazillas maintaining 12 forums at Upazilla level. In addition, there are 103 union level forums that works on awareness raising on citizen rights including 10 social safety net schemes. MJF itself does not take any complaint or have any complaint management system/process, rather the grievance is addressed at local level by 12 partner organizations. In January 2016, MJF has started another sub-piloting project under the SGSP, where they will work in 2 upazillas to cover two safety net schemes named old age allowance and VGD till December 2016. MJF has also established a national forum which consist of 42 partners (12 local level partners + 30 national level partners) in February, 2015 and so far 2 meetings were held. However, no unresolved case has been dealt by this forum so far or any national level policy advocacy has been done on for a case.

Table 4.1: Features of GRS by maintained by NGOs

Name of NGO					
Indicator	BRAC	DNET	Christian Aid	IID	Aparajeyo Bangladesh
Online	✓	✓	✓	✓	X
Data security/ privacy	✓	✓	✓	X	*
Online notification of complaint submission	X	✓	*	X	X
Data authentication	✓	✓	✓	X	X
Anonymity	✓	✓	✓	X	X
End-to-end tracking mechanism	✓	✓	*	✓	*
Classification of grievances (with proof)	X	X	*	X	X
Minimum time requirement notification	X	✓	*	X	X
SOP of GRS in visual form	X	X	*	X	X
Appeal system	✓	✓	*	X	X
User friendliness	*	✓	*	X	X
Feedback options	X	X	*	X	X
Additional Manual GRS Support					
Hotline	✓	X	*	X	✓
Complaint box	✓	X	*	X	*
Face to Face GRS	✓	✓	*	✓	*

- ✓ The system has this feature;
- X The system does not have this feature;
- * Information not available
- ** Complain box is available at the Secretariat Gate, it is however not clear if complain box is available at individual ministries

Note: See Annex-2 for matrix on GRS in non-government organisations

CHAPTER 5: FINDINGS OF MAPPING EXERCISE

5.1. Summary of observations

During the rapid mapping exercise, the survey team gathered some pertinent information and made some important discoveries that helped the team understand the condition of the existing grievance redress systems in the country. In total, 52 ministries and divisions and other government organisations were reviewed as a part of the survey. During the survey, it was found that most of the ministries' GRS was not fully functional. However, it was found that citizen's charters of these ministries maintained a list of designated personnel responsible for the task, and that their contact information was available to the public along with the option to find out time required and progress made in responding to grievances.

The survey further revealed that ministries that maintained a separate online mechanism for grievance also ran a manual system of grievance submission through which complaints were submitted at the ministry offices (usually at gates of the Bangladesh Secretariat) for complaint redressal by a designated Grievance Redress Officer. It should also be noted that, through GRS of Cabinet Division, grievances can be submitted to any of the 52 ministries including to those that maintain separate online GRS. Survey team also found that all the ministries having their respective grievance systems, only three had any tracking mechanism in place where the current status of individual case follow up was possible. The three systems are the Grievance Redress System maintained by the Cabinet Division of the GoB, the Grievance Redress System maintained by the Bangladesh Bridge Authority and the online database under the SGBV Project run by the Ministry of Women and Children Affairs. Of all the grievance systems, it was noted, only the SGBV online database system attempted to authenticate complaints before registering them into the system as well as maintained profile of perpetrators for every case.

At the sub-national level, the district and upazila administration were found to maintain multiple systems for grievance submission including direct submission of complaints at office premises, complaint boxes, email, telephone, e-mobile court (for mobile court related offenses), public hearings, district/upazila web portals and Facebook page maintained by officials of respective districts/upazilas.

At a Glance

GOB system for grievance redress:

- Of the 52 government bodies surveyed, only 6 ministries have separate online grievance submission mechanism (source: ministry web portal).
- The ministries maintain both digital and manual grievance redress systems.
- The Cabinet Division, the Bangladesh Bridge Authority and MoWCA have systems in place for tracking and following up on grievance cases.
- There are multiple grievance redress systems maintained at the sub-national level.
- Only one ministry, MoWCA has a hotline service in place for receiving complaints.
- None of the ministry websites offer any mobile application for grievance redress systems.

While looking into grievance redress systems maintained by NGOs, the survey team discovered that there are a total of 2,388 registered NGOs working all over Bangladesh (source: NGO Bureau website). Since the number is so large, the reviewed relevant literatures and could communicated with handpicked organisations only. In the end the team found that only 11 NGOs had some sort of GRS.

Only one (Dnet) out of the 11 NGOs maintain an online GRS with a proper tracking system and login information. However, this system only covers Right to Information (RTI), which is of a very narrow focus. In a nutshell, none of the NGOs surveyed except BRAC were found to have GRS which shows the features mentioned in Table 1.1. BRAC is the field partner of the online victim information registration and service initiative (SGBV Project) of MoWCA run with UNDP support.

Nine (9) NGOs in the country implements manual GRS, where complaints are filed in handwritten form. These organisations, Naripokkho, Bangladesh Legal Aid and Services Trust (BLAST), STEPS, Bangladesh National Womens' Lawyers Association (BNWLA), Bangladesh Mohila Parishad, Ain-o-Shalishi Kendra (ASK), Acid Survivors Foundation and Dhaka Ahsania Mission (DAM), have no specific tracking mechanisms except for conducting follow-up of individual cases. Naripokkho also maintains a Facebook page where citizens may submit their complaints. Information sent to this page is somewhat secure, as the messages are sent privately and can only be viewed by the page administrator.

At a Glance

GRS maintained by NGOs in Bangladesh:

- Only 15 out of the 2,388 registered NGOs working in Bangladesh maintain a GRS.
- The standard administrative procedures of most of these NGOs follow the Harassment and Sexual Harassment Policy of Bangladesh.
- Four NGOs (BRAC, Acid Survival Foundation, Aparajeyo Bangladesh, BNWLA) maintain hotline services for receiving complaints.
- Only one NGO (Dnet) maintains an online GRS with a proper tracking system and login information.
- One NGO (Naripokkho) maintains a Facebook page where complaints can be sent.

Indicators of an “ideal” GRS

The survey findings point to the following indicators that would help develop what could be an ideal system for tracking cases and redressing grievances.

- **User manual:** The Bangladesh Bridge Authority maintains an easy to understand instruction document for their GRS. It could serve as an example of how to develop a detailed manual for the general user wishing to avail the proposed central GRS.
- **User friendliness:** The system should not be too complicated either in technical terms or in language for the general public irrespective of education background.
- **End-to-end tracking:** Tracking of grievance both by the complainant and the authority for grievance redressal is very important. Both the Cabinet Division and MoWCA do a good job in that aspect as their systems have the provision to check the progress of grievance redressal at every step.
- **Confidentiality, security and anonymity:** Keeping complainant’s identity a secret is very important for security reasons. Fortunately, most of the online grievance redress systems has the necessary safeguards in place. Ensuring that the system provides an option to complainants for lodging their grievances anonymously would also ensure confidentiality and security.
- **Publicity to ensure visibility:** Grievance redress mechanisms should be well publicised. A good example of this is the success experienced in this regard by the SGBV online system led by MoWCA. As a part of the project activities, orientation sessions were conducted for stakeholders from district to union level to make them fully aware of the existence and details of the online database.
- **Accessibility:** For a grievance redress system to be effective, it has to be accessible to people. MoWCA maintains a toll-free 24-hour hotline number that people can call to lodge their complaints. The country’s district/upazila administration also maintains Facebook account for sending complaints that are regularly addressed by respective district/upazila officials.
- **Progress monitoring:** A grievance redress system is no good if the grievances are not addressed regularly. Both the Cabinet Division GRS and the SGBV online system under MoWCA track any complaint not addressed for a certain period of time and report it to authorities concerned.
- **Online notification and time estimation:** The system should provide automatic notification after successful submission of a complaint and provide further direction for next steps. The system may also show case numbers and contact numbers for follow-up action. There should also be a provision for automatic notification on number of days required to respond and redress the grievance.
- **Data authentication:** The identity of any complainant should be cross checked and verified against their NID, TIN, address, passport number etc. to identify false complaints.
- **Grievance classification by nature and severity:** The grievance redress system should have the option for classifying complaints based on nature and severity. It may also include a provision for complainants to specify level of urgency.
- **Option for appeal:** If the complainant is dissatisfied with the resolution of the case, an option should be available for filing the complaint once again.
- **Feedback option:** There should be a feedback option to measure client satisfaction and collect opinions on the effectiveness of the system.

CHAPTER 6: CONCLUSION

6.1. Concluding remarks

While the initiative taken by the GoB to develop a centralised GRS under the Cabinet Division is praiseworthy, the success of the system depends on its development in a way that incorporates strategic and crucial components described in this report. A successful GRS would rely upon robust research of existing successful examples and should be activated after considering necessary inputs and feedbacks from all stakeholders from the government, NGOs and private sector. The information acquired through this study strongly suggests that other GRS mechanisms in the country should be reviewed for technical compatibility, feasibility study should be conducted to look into the possibility of linking up the different mechanisms, while components of systems that pave the way for effectiveness should be incorporated in the proposed Cabinet Division GRS.

The existing grievance redress system of the Cabinet Division covers most of the important mandatory features required for an effective online GRS such as, online accessibility, data security/privacy, notification of complaint submission, anonymity, end-to-end tracking mechanism, minimum time requirement for notification, and user friendliness. However, there is scope for further improvement in areas like data authentication, classification of grievances with proof, SOP display in the system, feedback options and hotline facilities.

The current practice of GoB bodies (e.g. Ministry of Land, Ministry of Agriculture, Ministry of Road, Highway and Transport, Bridge Division and Ministry of Women & Children Affairs) and NGOs maintaining separate GRS, most of which is not an online system, makes it difficult to synchronise information and services. It is, therefore, imperative to bring together at least all online GRS and connect the different mechanisms with one central system.

6.2. Recommendations

The following set of recommendations is not based on any technical evaluation, as that was not within the scope of the mapping exercise, nor is it in any way comprehensive. It is strongly advised by the survey team to arrange for further review by a qualified expert team to review and revise the existing software and implementation mechanism based on the lessons learnt from the practical experiences from national to union levels in order to implement a more effective Grievance Redress System.

- A much more robust, scalable, flexible and unified GRS should be designed and implemented by the Cabinet Division in order to make a GRS actually effective and fully functional from grassroots to national levels. In this regard, there should be a comprehensive plan for enhancing capacities of line agencies as well as GROs.
- The GRS should be thoroughly tested at national and sub-national levels; learnings and best practices from the field levels should be incorporated to the system that would allow the citizens to use the system comfortably and with confidence. As the cabinet GRS will focus on getting complaints from potential recipients of SSNP and a vast majority of this population lives in rural areas and less literate or illiterate, it's very urgent the level of user friendliness of the system needs to be tested using different types of clients. So a pre-testing of the system in the field is highly recommended. Feedbacks from actual clients can then be incorporated in the system to make it practically user friendly.
- All ministries/divisions/district & Upzilla and Union administration should adopt the GRS maintained by the Cabinet Division as it has most of the features considered ideal in a GRS.
- Ministries /divisions/district & Upzilla and Union administration offices should maintain their respective GRS user manuals. Given the lack of capacity for online GRS system, use and accessibility of computer resources, the manual system for grievance submission should be continued.

- The Cabinet Division GRS should allocate dedicated resources (both financial and human) to record and track grievances as well as provide required services.
- Standard operating procedure with flow charts should be developed for GRS and posted on the website, so anyone visiting the website can get a clear understanding of how different steps of the GRS and how it works
- Violence against women and children is considered to be a critical national issue, therefore, in keeping with the GoB's strong commitment and support to accelerating efforts and preventing such violence, linkage must be established between the Cabinet Division GRS and MoWCA's online database run under the SGBV Project. The linkage would facilitate the two systems to keep better track of the violence cases and to pursue redressal in a concerted and more effective manner.
- A common gateway should be designed and implemented in coordination with the Cabinet Division GRS and other systems that require special forms of grievance redress (such as human rights and other specialised systems maintained by NGOs and other entities). This type of initiative would ensure that records on cases handled by specialised GRSs are also available on the Cabinet Division GRS.
- Strong collaborative partnership between GOs and NGOs should be established in order to create massive awareness on grievance redress facilities available in the country.
- In order to make the system fool proof it is important to look at the GRS maintained by the private sector in the country. This exercise may provide with valuable insight for further improving the system.

On a final note, operators of grievance redress systems should be those who keep their social and moral commitments foremost in mind, as even supported by the most modern grievance redress mechanism, the ultimate responsibility lies with the persons receiving the complaints and their capacity to see the distress behind the appeals. If the persons responsible for redressal are not sensitive and do not fulfill their jobs effectively, the system shall fail. Therefore, utmost importance should be attached to developing the capacity and empathy of the officials involved with GRS at all levels.

Annex-1

Questionnaire for GRS Mapping Survey January 2016

Name of Organisation:

Type of Organisation: Ministry/Division/Department/NGO/CSO/DP

Name of grievance or complaint registry initiative:

Key information on initiative/work/project:

1. Digitised: Desktop/web-based/cloud/mobile/software or technology used
2. Manual: documents maintained
3. Feature list:
 - For Citizen
 - For Administration
4. Authentication mode
5. Skills required
6. Accessible to
7. Ongoing/closed (Period of implementation)

Comments:

Person/s interviewed:

Name:

Designation:

Contact/cell number:

Email address:

Interviewed by:

Name of Consultant:

Annex-2: NGO Mapping

GRS in Non-Government Organisations Literature Scanning using Websites / Online Resources

SL	Organisation & Type	Name of Grievance / Complaint Registry Initiatives and Types of Programs Addressed	Tool Used (Digitised / Manual or other tools) – and details of documents maintained	Current Status (If Known) & Important/ Noteworthy Features/ Output	MIS Pattern of Redressal / Modalities to report to higher officials	Focal Point / Contact (If Available)	Comments / Attachment
01	BRAC [NGO] www.brac.net	Investigation & Grievance Management Unit (For staffs and stakeholders)	Email or Manually documents maintained for grievance receive and MIS used for keeping records and EDMS software of HRD used for keeping records updated in individuals profile	Current Status: Ongoing Features N/A	File direct complaint to the Chief People's Officer of HR, and forwarded to Grievance Unit, then complaint send to Investigation Team for investigation and report preparation with approval of CPO,HR ;& submit final report to Grievance Management Committee and final decision made according to existing policy (Human Resource Policy and Procedure, Gender Policy, Sexual Harassment Elimination Policy)	Name: Khondokar Manjorul Haq Designation: Head of Investigation and Grievance Management Unit Contact Cell Number: 01714091211 Email Address: Manjural.h@brac.net	
		Customer Service Assistant (For Citizen)	Manually complaint received and documents maintained	Current Status: Ongoing Features Any participants can complaint against all services of BRAC	Complaint filed in three ways, 1. Verbally to Branch Manager 2. Complain form to Customer Service Assistant 3. Complain Box of Branch Office, All complain forwarded to Area Manager and provide solution → In case of sensitive case then it forwarded to Senior/Regional Manager	Name: Tutul Mia Designation: Management Professional Staff Contact Cell Number: +8801730346659 Email Address: tutul.mia@brac.net	

Annex-2: NGO Mapping continued

GRS in Non-Government Organisations
Literature Scanning using Websites / Online Resources

SL	Organisation & Type	Name of Grievance / Complaint Registry Initiatives and Types of Programs Addressed	Tool Used (Digitised / Manual or other tools) – and details of documents maintained	Current Status (If Known) & Important/ Noteworthy Features/ Output	MIS Pattern of Redressal / Modalities to report to higher officials	Focal Point / Contact (If Available)	Comments / Attachment
		Violence against Women & Children (For Citizen)	Hot line number and Mobile use for complain receive and BRAC Maternal and Neonatal Child Health (MNCH) Database use to give notification to VAWC members and other documents maintained manually	Current Status: Ongoing Features N/A	Complaint filed through Hot Line and all VAWC Committee members get notifications through SMS by MNCH database .Then it provides supports in three stages (prevention, protection and reintegration) and also provides initial support (health, psychological, legal) for sensitive case. It provides supports until the problem solved	Name:Nigar Rahman Designation: Programme Manager Contact Cell Number: +8801730-347362 Email Address:	
		Sexual Harassment Reduction Unit (for BRAC staff)	Digitized: Mobile, E-mail Manual: Documents maintained	Current Status: Ongoing Features To assist in implementing a 'zero tolerance' policy on sexual harassment within the organisation	Complain (Complaint form, letter, email, fax) to Head of Sexual Harassment Reduction Committee, then it is forwarded to SHRU's investigation team. They inform HR Head about it and to the Programme concerned, Final report prepared and Final decision taken by SHR Committee in monthly meeting	Name: TahminaYesmin Designation: Programme Manager Contact Cell Number: +8801714091258 Email Address: tahmina.y@brac.net	

Annex-2: NGO Mapping continued

GRS in Non-Government Organisations
Literature Scanning using Websites / Online Resources

SL	Organisation & Type	Name of Grievance / Complaint Registry Initiatives and Types of Programs Addressed	Tool Used (Digitised / Manual or other tools) – and details of documents maintained	Current Status (If Known) & Important/ Noteworthy Features/ Output	MIS Pattern of Redressal / Modalities to report to higher officials	Focal Point / Contact (If Available)	Comments / Attachment
02.	Christian Aid [NGO] www.christianaid.org.uk	Addressing Transparency & Accountability	Mobile (Hot line), E-mail Abuse dealt with by local laws	Current Status: Ongoing Features Everybody regarding their services, programmes or employee issues	Information Officer files complaint through Hot Line and forms a committee to solve the problem and committee talks to the complainant, investigates and solves the issue	Name: Shakib Nabi Designation: Country Representative Contact Cell Number: +8801713001046 Email Address: snabi@christian-aid.org	
		Complaint management System for Employees	E-mail, Organizational database	Current Status: Ongoing	Complain to Head of the programme using the organisation's database, then form a committee to solve the problem and the committee talks to the complainant, investigates and solves the issue		
03.	Dnet [NGO] www.dnet.org.bd	"Right to Information Tracking System"	Mobile app, Tab version, Web version, MySQL database for "Pallitathya"	Current Status: Ongoing Features N/A	Enquiry filed to Information Officer(IO) of relevant institution, If IO does not respond within 20 days then an appeal is submitted to the Head of Institution, if not solve then forwarded to Information Commission and High Court (If necessary)	Name: Anannya Raihan Designation: Executive Director Contact Cell Number: 01919-238258 Email Address: ananya.raihan@gmail.com	www.rtitracker.dnet.org.bd

Annex-2: NGO Mapping continued

GRS in Non-Government Organisations Literature Scanning using Websites / Online Resources

SL	Organisation & Type	Name of Grievance / Complaint Registry Initiatives and Types of Programs Addressed	Tool Used (Digitised / Manual or other tools) – and details of documents maintained	Current Status (If Known) & Important/ Noteworthy Features/ Output	MIS Pattern of Redressal / Modalities to report to higher officials	Focal Point / Contact (If Available)	Comments / Attachment
04.	IID [NGO] www.iid.org.bd	"Hello MP"	Web based and technology used	Current Status: Ongoing Features Everyone in Gaibandha Region	Directly verbally complain through Skype to the MP, Immediate action by the MP by follow-up with local administration, Follow-up by IID after specific time with the local administration and report to MP about non-activity, All the activities are again followed-up by MP	Name: Sayed Ahmed Designation: Chief Executive Officer Contact Cell Number: 01715568698	
05.	Acid Survivors Foundation [NGO] www.acidsurvivors.org	Survivor Support Unit	Manual. Complaints received through BRAC Community Empowerment Programme and Human Rights and Legal Services	Current Status: Ongoing	Through BRAC Community Empowerment Programme and Human Rights and Legal Services the complaints are filed, within 48 hours it provides hospital support and reconstructive surgery (if needed), For reintegration with the society they integrate victims to community and develop alternative livelihood options through advocacy.	Name: Abu Bakar Siddique Rubel Designation: Senior Coordinator Contact Cell Number: 01716671467 Email Address: rubel@acidsurvivors.org	
06.	Aparajeyo-Bangladesh [NGO] www.aparajeyo.org	Child Helpline- 1098	Complaint received from helpline and noted down manually	Current Status: Ongoing	Complaint or service requirement are filed by helpline staff of Social Center who has at least 15years experience in child issues, responds to a call by counseling the child and emergency calls are addressed through immediate spot visit and rescue support. Specific need are referred to appropriate experts, government	Name: Chowdhury Md. Mohaimen Designation: Manager, Centralised Call Center, child Helpline	

Annex-2: NGO Mapping continued

GRS in Non-Government Organisations Literature Scanning using Websites / Online Resources

SL	Organisation & Type	Name of Grievance / Complaint Registry Initiatives and Types of Programs Addressed	Tool Used (Digitised / Manual or other tools) – and details of documents maintained	Current Status (If Known) & Important/ Noteworthy Features/ Output	MIS Pattern of Redressal / Modalities to report to higher officials	Focal Point / Contact (If Available)	Comments / Attachment
					Ministries and departments, NGOs, law enforcing agencies and judiciary. They provide support until the problem is solved	Contact Cell Number: 01674176929 Email Address: cmmohaimen@yahoo.com	
		Child Protection Unit (For Employees)	Manually complaint receive	Current Status: Ongoing	Complaint against employee filed under Child Protection Policy and a committee formed for investigation and final report preparation. Final decision made by governing body.		
07.	Ain-o-Salish Kendra [NGO] www.askbd.org	Legal Unit	Phone call and e-mail used as a tool for complaint receive	Provides free legal support	Complaint filed through phone or email, based on complaint issued and complainant's requirement case forwarded to Mediation and Rapid Response Unit or Litigation unit.	Name: Nina Goshwami Designation: Senior Deputy Director Contact Cell Number: 01715565036 Email Address: ask@citechco.net	
08.	Bangladesh National Women Lawyers' Association [NGO] www.bnwlbd.org	Legal Cell Advocacy Cell	Complaint receives through Hotline numbers and complaint drop box of offices and shelters	Current Status: Ongoing Features Provides free legal support	Complaints handling committee (comprising members of governing board and senior staffs-lawyer) directly receives complaint from Hotline, or complain boxes. All of dropped complaint collected by the committee and reviewed for investigations. Based on investigation	Name: Salma Ali Designation: Executive Director Contact Cell Number: 01711595203	

Annex-2: NGO Mapping continued

GRS in Non-Government Organisations Literature Scanning using Websites / Online Resources

SL	Organisation & Type	Name of Grievance / Complaint Registry Initiatives and Types of Programs Addressed	Tool Used (Digitised / Manual or other tools) – and details of documents maintained	Current Status (If Known) & Important/ Noteworthy Features/ Output	MIS Pattern of Redressal / Modalities to report to higher officials	Focal Point / Contact (If Available)	Comments / Attachment
					results, committee arranged hearings and take decisions. It also provides mediation service and legal support. If the case filed as a litigation then it forwarded to Support Line(comprising of senior lawyers) of Head Office	Email Address: advsalma@gmail.com	
09.	Bangladesh Mahila Parishad [NGO] www.mahilaparishad.org	Grievance Redress System	No particular tools for complaint receive	Current Status: Ongoing	Complaint has to file physically, and then it provides health, psychological, legal support based on case.	Name: Aysha Khanam Designation: President Contact Cell Number: 01819816861	
10.	Naripokkho [NGO]	Grievance Redress System	Through mobile, Facebook complaints are received	Current Status: Ongoing Features Men, women and children all have accessibility	A special unit receives the complaint and based on the complaint, it refers the particular organizations who are working on that ground.	Name: Advocate Kamrun Nahar Contact Cell Number: 01711593961	Provides referral service, but not direct support
11.	Manusher Jonno Foundation	Grievance Unit under “Strengthening Government Social Protection Systems for the Poor (SGSP)”	Complaints received through letter or verbally on social safety net support.	Current Status: Ongoing Features People of a particular union where the project is run	Complaint filed at the citizen’s forum (comprised of respectable community members). This forum communicates with the Union Chairman, members or other relevant authority to solve problem and ensure safety net. If not solved locally then it is forwarded to area-based partner NGO responsible for solving problem	Name: Sumana Sultana Mahmud Designation: Programme Manager, SGSP Cell Number: 01793592750 Email address: sumana@manusher.org	

Annex-3: GoB Mapping

GRS in Government Organisations Literature Scanning using Websites / Online Resources

SL	Organisation & Type	Name of Grievance / Complaint Registry Initiatives and Types of Programs Addressed	Tool Used (Digitised / Manual or other tools) – and details of documents maintained	Current Status (If Known) & Important/ Noteworthy Features/ Output	MIS Pattern of Redressal / Modalities to report to higher officials	Focal Point / Contact (If Available)	Comments / Attachment
01	Ministry of Education [Government Ministry] www.moedu.gov.bd/	GRS as per Citizen's Charter	Manual / Email / Phone based list of responsible contact person as per Citizen's Charter, provided as downloadable PDF and Doc links. * no other tools in use were mentioned on the website or instructions	Current Status: Link provided, but no visible operational status viewable through website, no proper link to GRS system is given from web, but address provided within document. Just documentation provided online Features: Detailed citizen's charter developed with specific task details and their deadlines <ul style="list-style-type: none"> No citizen authentication required (anyone can post) Back-end single admin access (needs verification) 	Assigned Focal Points for specific tasks and divisions, with contact details available from downloadable document, for primary access to receive any grievance. 2 nd Stage includes contacting central Focal Point of Ministry, whose details are also given, and on unsatisfactory redressal or unresponsiveness, instructed to use GRS portal by Cabinet Division.	Md. Aminul Islam Khan Deputy Secretary Phone+ :88-02-9540490 Email : js.admin@moe.gov.bd	Download Document link to Citizen's Charter and detailed task GRS Page (just gives a download link to PDF) Ref. To GRS Portal given. No Link
02	Road Transport and Highways Division [Government Division] www.rthd.gov.bd	Grievance Redress	Web & Cloud-based Self-developed complaint submission system, integrated within RTHD portal at http://www.rthd.gov.bd/	Current Status: Operational, and replies given regularly (but not for all) Features: Takes into account generic problem faced by public and submits replies to selective posts (Guest Book Structure) Technology: PHP/ MySQL [See Feature List for specific features]	Citizens can submit online posts regarding any problem they are facing, but it is not mentioned if any particular official is assigned to maintain replies. Replies are given to selective posts only. No clear guidelines were visible, (System not limited or governed by Grievance charters, and can post regarding specific project updates as well). Replies were visible for public viewing online, and no security / privacy was observed.	Zahida Khanam, Joint Secretary khanamzahida@yahoo.com 01735067687	URL for GRS: http://www.rthd.gov.bd/post_data.php Note: Further contact, at least by phone, can be done to get further details, since an independent system exists for RTHD.

Annex-3: GoB Mapping continued

GRS in Government Organisations Literature Scanning using Websites / Online Resources

SL	Organisation & Type	Name of Grievance / Complaint Registry Initiatives and Types of Programs Addressed	Tool Used (Digitised / Manual or other tools) – and details of documents maintained	Current Status (If Known) & Important/ Noteworthy Features/ Output	MIS Pattern of Redressal / Modalities to report to higher officials	Focal Point / Contact (If Available)	Comments / Attachment
03	Bank and Financial Institutions Division [Government Division] www.bfid.gov.bd	GRS	<i>Website:</i> http://www.bfid.gov.bd/ A GRS link (‘গুরুত্বপূর্ণ বিষয়’) available on home page linking to a downloadable PDF form	Manual Submission Online PDF form (downloadable)	Citizens can download a preformatted PDF form, which they can fill up and submit manually. No guidelines nor instructions provided as to submission process	Mst. Zohra Khatoon Deputy Secretary zohrakhatoon@yahoo.com 01711107791	GRS Link page () Direct link to PDF Document
04.	Bridges Division [Government Division] www.bridgesdivision.gov.bd www.bba.gov.bd	Grievance Redress System (GRS) maintained through Bangladesh Bridge Authority (BBA) Site	<i>Web-based, Cloud hosted system. Self-developed tool for steps 1 & 2</i> <i>If grievance not handled, instruction provided to use GRS system developed by Cabinet Division at www.grs.gov.bd</i>	Current Status: Active Features: Online registration and submission option. <ul style="list-style-type: none">Control PanelOption to view updates taken as part of “Inbox” (So far only resolved cases are responded, according to help files)Attachments possible Technology: php/ mySQL <ul style="list-style-type: none">User RegistrationRecurring control panelSMS Integration	Three tier redress system. Documentation on citizen’s charter and responsible personnel available online. First step involves contacting the listed BBA GRS System. 2 nd Step (if 1 st step remains unresolved) instructs to contact Ministry focal point through email/phone. If not resolved, 3 rd step instructs to use GRS portal at www.grs.gov.bd	Mr. Habibur Rahman, Deputy Secretary and Additional Director hrahmands@yahoo.com 01715701526	Needs follow-up contact regarding working methodology in Admin panel BBA GRS Page: http://www.bba.gov.bd/grs/ Citizen’s Charter GRS Help and Instructions Self-generated system and in-document link to GRS portal
05.	Cabinet Division www.cabinet.gov.bd www.grs.gov.bd	Grievance Redress System (GRS) governed by Citizen’s Charter and Policies	Online, web-based cloud hosted system available at www.grs.gov.bd Acts as parent tool for various other	Current Status: Active on Beta version (test run) Features: Online dedicated portal for grievance redress. Includes documentation links on Citizen’s	Citizens can register or submit grievance anonymously. All ministry integration done. Focal point receives each grievance and has option to forward to departmental focal points (with time governed priority set by FP) or to discard. Departmental FP	GRS Project Focal Point Mr. A.S.M. Ferdous Khan, Deputy Secretary 01711062555	Online GRS portal: www.grs.gov.bd GRS Policy & Regulations GRS Personnel

Annex-3: GoB Mapping continued

GRS in Government Organisations Literature Scanning using Websites / Online Resources

SL	Organisation & Type	Name of Grievance / Complaint Registry Initiatives and Types of Programs Addressed	Tool Used (Digitised / Manual or other tools) – and details of documents maintained	Current Status (If Known) & Important/ Noteworthy Features/ Output	MIS Pattern of Redressal / Modalities to report to higher officials	Focal Point / Contact (If Available)	Comments / Attachment
			Ministries and divisions	<p>Charter and focal points / appeal officials for cabinet division as well as other ministries.</p> <p>Control panel for citizens. Option to register or to submit anonymously. Other ministries integrated. Three tier access level and control panel for admins within system (Focal points > departmental admins > Implementation authority. Also includes technical admins and senior officials (read only) mode. Automated status update and manual review. Attachments, draft and review possible at all stages (citizens and officials). SMS and Email integration.</p> <p>Technology: Dot.Net</p> <ul style="list-style-type: none"> • Registered user • Anonymous User • Focal Point admin access • Departmental / Divisional Focal point • Implementation Authority • General Authority (Read Only) • Technical Admins (for ministry wise user management) • GRS Admin (Cabinet Division, to overview and track complete process) • Super Admin (Technical Administration from Cabinet Division) 	takes action by forwarding to implementing officer or to another department official. Multiple and unlimited response with file tracking and rich text response notes. Returns finally to ministry focal point, who has option to close case or forward it again. All status update automatically sent by email / sms / and control panel with notes to citizen. All grievance status and statistics report sent to Cabinet Division.	Ferdous321@yahoo.com	Direct Link to GRS Portal

Annex-3: GoB Mapping continued

GRS in Government Organisations Literature Scanning using Websites / Online Resources

SL	Organisation & Type	Name of Grievance / Complaint Registry Initiatives and Types of Programs Addressed	Tool Used (Digitised / Manual or other tools) – and details of documents maintained	Current Status (If Known) & Important/ Noteworthy Features/ Output	MIS Pattern of Redressal / Modalities to report to higher officials	Focal Point / Contact (If Available)	Comments / Attachment
06	Ministry of Disaster Management and Relief [Government Division] www.modmr.gov.bd	GRS as per Citizen's Charter linked to Cabinet Division GRS Portal	Linked directly to Online GRS Portal by Cabinet Division (www.grs.gov.bd) (web & cloud based system) * no other tools in use were mentioned in the website or instructions	Detailed citizen's charter developed with specific task details and their deadlines Feature as per GRS of Cabinet Division Technology: Dot.Net	Assigned Focal Points for specific tasks and divisions, with contact details available on the web, for primary access to receive any grievance, going up to central Focal Point of Ministry, whose details are also given	Dr. Md. Atiqur Rahman Joint Secretary (Admin) Phone: 9540095 Email: jsadmin@modmr.gov.bd For Disaster Management Related Complaints Md. Riaz Ahmed Phone: 9841581 Email: dg@ddm.gov.bd Director General Department of Disaster Management 92-93 Mohakhali C/A, Dhaka	Link to Citizen's Charter Doc

Annex-3: GoB Mapping continued

GRS in Government Organisations Literature Scanning using Websites / Online Resources

SL	Organisation & Type	Name of Grievance / Complaint Registry Initiatives and Types of Programs Addressed	Tool Used (Digitised / Manual or other tools) – and details of documents maintained	Current Status (If Known) & Important/ Noteworthy Features/ Output	MIS Pattern of Redressal / Modalities to report to higher officials	Focal Point / Contact (If Available)	Comments / Attachment
07	Economic Relations Division [Government Division] www.erd.gov.bd	Citizen's Charter – Manual Redressal	<i>No online tools visible from website.</i> Link to Citizen's Charter provided, with contact details of task based redressal officers. Instruction to use Cabinet Division GRS system provided in document, but no direct link from website	Features: Manual Detailed Citizen's Charter developed, but no tools in use visible or linked from website	Citizens can download task based charter with responsible official's contact details, and are instructed to contact the officials. On failure to get a proper redressal, the document provides instruction to submit grievance at GRS portal, (no link given).	Md. Mijanur Rahman, Deputy Secretary 01711580173 (M) mijanrubai@gmail.com	Link to Citizen's Charter doc No direct link, but in-document link provided to GRS portal
08	Energy and Mineral Resources Division [Government Division] www.enrd.gov.bd	Citizen's Charter – Manual Redressal	No online tools visible from website. Link to Citizen's Charter provided, with contact details of task based redressal officers. Instruction to use Cabinet Division GRS system provided in document, but no direct link from website.	Features: Manual Detailed citizen's charter developed with specific task details and their deadlines, but no tools in use visible or linked from website. There is a link under the বিধি tab : 'GRS সংক্রান্ত' which navigates to a page that has a downloadable XPS files of list of all the Focal Points with their contact details. Nothing further is available in this link.	Citizens can download task based charter with responsible official's contact details, and are instructed to contact the officials. On failure to get a proper redressal, the document provides instruction to submit grievance at GRS portal, (link has been Provided).	Kazi Jebeunnesa Begum, Joint Secretary, 01753422385(M), zebun1@yahoo.com	Link to Citizen's Charter doc No direct link, but in-document link provided to GRS portal

Annex-3: GoB Mapping continued

GRS in Government Organisations Literature Scanning using Websites / Online Resources

SL	Organisation & Type	Name of Grievance / Complaint Registry Initiatives and Types of Programs Addressed	Tool Used (Digitised / Manual or other tools) – and details of documents maintained	Current Status (If Known) & Important/ Noteworthy Features/ Output	MIS Pattern of Redressal / Modalities to report to higher officials	Focal Point / Contact (If Available)	Comments / Attachment
09	Implementation, Monitoring and Evaluation Division [Government Division] www.imed.gov.bd	Link from homepage indicates online GRS tool, but does not load any site	Link provided for online tool, but returns null. Offline documentation and links available, but does not provide charter or task details. Contact information of Focal point provided	Current Status: Unknown Features: Manual	Downloadable documentation on GRS instructions from Cabinet Division is provided, along with contact details of Focal Point. Report from 2011 to 2014 redressal is provided online, but all values set to zero.	Mr. Md. Habibul Islam, Director. 01760226011 Email: dircord@imed.gov.bd	GRS Guidelines on website Focal Point Reports on GRS Link to online tool (returns blank page)
10	Information & Communication Technology Division [Government Division] www.ictd.gov.bd	GRS (Documentation only)	Links to policy notes and memo regarding GRS, but no tools or resources indicated through the website	N/A	Downloadable internal memo and policy regarding GRS is provided through web portal. Focal Point link leads to document related to internal memo on Right to Information	Not available	Link to Policy Focal Point (links to R2I memo on GRS)
11	Internal Resources Division [Government Division] www.irld.gov.bd	Citizen's Charter – Manual Redressal, although a link for submitting grievance is provided but the link is redirected back to the homepage	No online tools. Link to Citizen's Charter provided, with contact details of task based redressal officers. Instruction to contact their internal Focal point with contact details regarding Grievance. If the focal point becomes a defaulter then instructed to Contact the	Detailed citizen's charter developed with specific task details and their deadlines, but no tools in use visible or linked from website.	Citizens can download task based charter with responsible official's contact details, and are instructed to contact the officials. On failure to get a proper redressal, the document provides instruction to contact the focal point of Internal Resources Division.	Begum Parvin Banu, Joint Secretary, parvinbanu@gmail.com , 01714632654(M)	Link to Citizen's Charter doc

Annex-3: GoB Mapping continued

GRS in Government Organisations
Literature Scanning using Websites / Online Resources

SL	Organisation & Type	Name of Grievance / Complaint Registry Initiatives and Types of Programs Addressed	Tool Used (Digitised / Manual or other tools) – and details of documents maintained	Current Status (If Known) & Important/ Noteworthy Features/ Output	MIS Pattern of Redressal / Modalities to report to higher officials	Focal Point / Contact (If Available)	Comments / Attachment
			Secretary of Internal Resources Division (Contact details has been provided), nothing further is available.				
12	Ministry of Defense [Government Ministry] www.mod.gov.bd	Citizen's Charter	No online / active tools. Offline documentation and links available, task base Citizen's Charter is provided, but no contact details of redressal officers are visible. No further instruction or links regarding Grievance submission is mentioned.	Detailed citizen's charter developed with specific task details and their deadlines, but no tools in use visible or linked from website. http://mod.portal.gov.bd/site/page/fe578a82-c6e5-4e84-bec5-5ce121651ea1	Citizens can download task based charter	MD. Golam Kibria Joint Secretary 01720004917 (M) m.kibria58@yahoo.com	Link to Citizen's Charter Doc

13	Ministry of Food [Government Ministry] www.mofood.gov.bd	GRS as per Citizen's Charter linked to Cabinet Division GRS Portal	Linked directly to Online GRS Portal by Cabinet Division (www.grs.gov.bd) (web & cloud based system) * no other tools in use were mentioned in the website or instructions	Detailed citizen's charter developed with specific task details and their deadlines Feature as per GRS of Cabinet Division Technology: Dot.Net	Assigned Focal Points for specific tasks and divisions, with contact details available on the web, for primary access to receive any grievance, going up to central Focal Point of Ministry, whose details are also given	Ms Shirin Sultana Deputy Secretary (Investigation) +88029549022 (L) +88017154966 81(M)+880295 14678(Fax) info@mofood.gov.bd	Summarized report of the latest Month is Provided Here Link to Citizen's Charter Doc
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Annex-3: GoB Mapping continued

GRS in Government Organisations Literature Scanning using Websites / Online Resources

SL	Organisation & Type	Name of Grievance / Complaint Registry Initiatives and Types of Programs Addressed	Tool Used (Digitised / Manual or other tools) – and details of documents maintained	Current Status (If Known) & Important/ Noteworthy Features/ Output	MIS Pattern of Redressal / Modalities to report to higher officials	Focal Point / Contact (If Available)	Comments / Attachment
14	Ministry of Land www.minland.gov.bd	Citizen's Charter and an online grievance submission system named: Your Complaint.	Online submission form is provided in the following link: Grievance Form . Link to Citizen's Charter provided, with contact details of task based redressal officers. If grievance not handled, instruction provided to use GRS system developed by Cabinet Division at www.grs.gov.bd .	Detailed citizen's charter developed with specific task details and their deadlines. Anyone can submit grievance without any registration process. follow up on the subsequent grievances are not visible. Options to view updates or how the cases are resolved is not clear, but a date-wise Grievance Summary Report is archived in a downloadable PDF format is provided in the following link : Reports	Documentation on citizen's charter and responsible personnel available online. . Instructions to contact Ministry focal point through email/phone. If not resolved, then instructed to use GRS portal at www.grs.gov.bd	Md. Mojibur Rahman Joint Secretary 9540036(L) 01712287405(M) mojiburrahman3680@gmail.com	Link to Citizen's Charter Doc Complaint Form Datewise Report Self-developed single form. Link to GRS portal provided within document

15	Ministry of Railways www.mor.gov.bd	Citizen's Charter, Link from homepage indicates online GRS tool, but does not load any page	No online / active tools. Link to Citizen's Charter provided, with contact details of task based redressal officers. Instruction to use Cabinet Division GRS system provided in document (Link to the site is included)	Detailed citizen's charter developed with specific task details and their deadlines, but no tools in use visible. <i>Instruction to use Cabinet Division GRS system provided in document (Link to the site is included)</i>	Citizens can download task based charter with responsible official's contact details, and are instructed to contact the officials. On failure to get a proper redressal, the document provides instruction to submit grievance at GRS portal, (link has been Provided).	Masood Karim Deputy Secretary (Administration) 9575531(L) 01819513417 (M) 7115599 (F) dsadmin@mor.gov.bd	GRS Policy Docs Link to Citizen's Charter Docs Link to GRS portal provided within document
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Annex-3: GoB Mapping continued

GRS in Government Organisations Literature Scanning using Websites / Online Resources

SL	Organisation & Type	Name of Grievance / Complaint Registry Initiatives and Types of Programs Addressed	Tool Used (Digitised / Manual or other tools) – and details of documents maintained	Current Status (If Known) & Important/ Noteworthy Features/ Output	MIS Pattern of Redressal / Modalities to report to higher officials	Focal Point / Contact (If Available)	Comments / Attachment
16	Ministry of Agriculture www.moa.gov.bd	Citizen's Charter, Link from homepage indicates online GRS tool, but does not load any page	No online / active tools. Link to Citizen's Charter provided, with contact details of task based redressal officers. Instruction to use Cabinet Division GRS system provided in document (Link to the site is included)	Detailed citizen's charter developed with specific task details and their deadlines, but no tools in use visible. <i>Instruction to use Cabinet Division GRS system provided in document (Link to the site is included)</i>	Citizens can view task based charter with responsible official's contact details, and are instructed to contact the officials. On failure to get a proper redressal, the document provides instruction to submit grievance at GRS portal, (link has been Provided).	Farida Jahan Joint Secretary jsadmn@moa.gov.bd 01672400870	Link to Citizen's Charter Docs Link to GRS portal provided within document অভিযোগ/পরামর্শ-কেন্দ্র

17	Ministry of Chittagong Hill Tracts Affairs www.mochta.gov.bd	Citizen's Charter, Manual Redressal	No online tools visible from website. Link to Citizen's Charter provided, with contact details of task based redressal officers. Instruction to use Cabinet Division GRS system provided in document, (Link to the site is included)	Detailed citizen's charter developed with specific task details and their deadlines, but no tools in use visible. Instruction to use Cabinet Division GRS system provided in document (link to the site is included)	Citizens can download task based charter with responsible official's contact details, and are instructed to contact the officials. On failure to get a proper redressal, the document provides instruction to submit grievance at GRS portal, (link has been Provided)	Md. Alauddin Chowdhury Assistant Secretary, alauddinrsr@gmail.com , 01552404415	Link to Citizen's Charter Doc List of Focal Points Link to GRS portal provided within document
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Annex-3: GoB Mapping continued

GRS in Government Organisations Literature Scanning using Websites / Online Resources

SL	Organisation & Type	Name of Grievance / Complaint Registry Initiatives and Types of Programs Addressed	Tool Used (Digitised / Manual or other tools) – and details of documents maintained	Current Status (If Known) & Important/ Noteworthy Features/ Output	MIS Pattern of Redressal / Modalities to report to higher officials	Focal Point / Contact (If Available)	Comments / Attachment
18	Ministry of Civil Aviation and Tourism www.mocat.gov.bd	Citizen's Charter, Link from homepage indicates online GRS tool, but loads static page with instructions of Manual Redressal	No online tools visible from website. Link to Citizen's Charter provided, with contact details of task based redressal officers. Instruction to use Cabinet Division GRS system provided in document, (Link to the site is included)	Detailed citizen's charter developed with specific task details and their deadlines, but no tools in use visible. Instruction to use Cabinet Division GRS system provided in document (Link to the site is included)	Citizens can view and Print task based charter with responsible official's contact details, and are instructed to contact the officials. On failure to get a proper redressal, the document provides instruction to submit grievance at GRS portal, (link has been Provided).	Jamal Abdul Naser Deputy Secretary (Administration -২ অধিশাখা) 02-9540939 (L) 02-9515499 (F) complain.mocat@gmail.com , admin2@mocat.gov.bd Office Address: Civil Aviation	GRS Page Link to Citizen's Charter doc Link to GRS portal provided within document Link to Focal points Citizen's Charter প্রতিষ্ঠানিক সেবা Client Charter Grievance Redressal Monthly Report

							Transport and Tourism Ministry Building no.-6, Room no-1901 /1 (Floor. 20), Bangladesh Secretariat, Dhaka-1000 I	
19	Ministry of Commerce www.mincom.gov.bd	Citizen’s Charter, Manual Redressal	No online tools visible from website. Link to Citizen’s Charter provided, with contact details	Detailed citizen’s charter developed with specific task details and their deadlines, but no tools in use visible.	Citizens can download task based charter with responsible official's contact details, and are instructed to contact the officials.	A K M Ali Ahad Khan Deputy Secretary ahad_10bcs@yahoo.com ahoo.com 01686710100	Link To Citizen's Charter Link to GRS portal provided within document	

Annex-3: GoB Mapping continued

GRS in Government Organisations Literature Scanning using Websites / Online Resources

SL	Organisation & Type	Name of Grievance / Complaint Registry Initiatives and Types of Programs Addressed	Tool Used (Digitised / Manual or other tools) – and details of documents maintained	Current Status (If Known) & Important/ Noteworthy Features/ Output	MIS Pattern of Redressal / Modalities to report to higher officials	Focal Point / Contact (If Available)	Comments / Attachment
			of task based redressal officers. Instruction to use Cabinet Division GRS system provided in document, (Link to the site is included)	<i>Instruction to use Cabinet Division GRS system provided in document (Link to the site is included)</i>	On failure to get a proper redressal, the document provides instruction to submit grievance at GRS portal, (link has been Provided).	MD. Awlad Hossain Assistant Director awlad74@gmail.com 01711534224	Link to Citizen's Charter for one of the organization : জাতীয় ভোক্তা অধিকার সংরক্ষণ অধিদপ্তর
20	Ministry of Cultural Affairs www.moca.gov.bd	Citizen's Charter, Manual Redressal, Homepage indicates online GRS tool, but the link only loads a	No online tools visible from website. Link to Citizen's Charter provided, with contact details of task based	Detailed citizen's charter developed with specific task details and their deadlines, but no tools in use visible.	Citizens can download task based charter with responsible official's contact details, and are instructed to contact the officials. On failure to get a proper redressal, the document provides instruction to	Mr. Parimal Sharkar Deputy Secretary 9570667 (L)	Link to the Citizen's Charter doc Link to GRS portal provided within document

			page with a GRS policy related document.	redressal officers. Instruction to use Cabinet Division GRS system provided in document, (Link to the site is included).	<i>Instruction to use Cabinet Division GRS system provided in document (Link to the site is included)</i>	submit grievance at GRS portal, (link has been Provided).	01712021555(M) ds_admin2@moca.gov.bd	This corresponding Ministry is consist of several Divisions (Shongstha) where each shongstha has its own citizen's charter, but the observation is common for all.
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Annex-3: GoB Mapping continued

GRS in Government Organisations Literature Scanning using Websites / Online Resources

SL	Organisation & Type	Name of Grievance / Complaint Registry Initiatives and Types of Programs Addressed	Tool Used (Digitised / Manual or other tools) – and details of documents maintained	Current Status (If Known) & Important/ Noteworthy Features/ Output	MIS Pattern of Redressal / Modalities to report to higher officials	Focal Point / Contact (If Available)	Comments / Attachment
21	Ministry of Environment and Forests www.moef.gov.bd	Citizen's Charter, Manual Redressal	No online tools visible from website. Link to a downloadable form is provided, which needs to be submitted manually. No Instruction to use Cabinet Division GRS system provided in document.	Homepage has a link to GRS which opens to a downloadable form. Instruction is given to fill up the form and submit the grievance manually. No further instruction or information has been provided.	Citizens can download task based charter with responsible official's contact details, and are instructed to contact the officials. On failure to get a proper redressal, the document provides NO instruction to submit grievance at GRS portal.	Md. Shukkur Ali Deputy Secretary dsadmin@moef.gov.bd 01712663124(M) 9561183(L)	Link to Citizen's Charter doc Download Manual GRS Form
22	Ministry of Fisheries and Livestock www.mofl.gov.bd	Citizen's Charter, Manual Redressal, Link from homepage indicates online GRS tool, but does not load any site	No online tools visible from website. Link to Citizen's Charter provided, with contact details of task based	Detailed citizen's charter developed with specific task details and their deadlines, but no tools in use visible.	Citizens can download task based charter with responsible official's contact details, and are instructed to contact the officials. On failure to get a proper redressal, the document provides instruction to	Md. Shafiqul Islam Deputy Secretary (Administration -3) 9540407(L)	Link to Citizen's Charter doc Link to GRS portal provided within document Instruction regarding GRS

			redressal officers. Instruction to use Cabinet Division GRS system provided in document, (Link to the site is include)	<i>Instruction to use Cabinet Division GRS system provided in document (Link to the site is included)</i>	submit grievance at GRS portal,(link has been Provided).	9512220(F) 01716155840(M) administration-3@mof.gov.bd	
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Annex-3: GoB Mapping continued

GRS in Government Organisations Literature Scanning using Websites / Online Resources

SL	Organisation & Type	Name of Grievance / Complaint Registry Initiatives and Types of Programs Addressed	Tool Used (Digitised / Manual or other tools) – and details of documents maintained	Current Status (If Known) & Important/ Noteworthy Features/ Output	MIS Pattern of Redressal / Modalities to report to higher officials	Focal Point / Contact (If Available)	Comments / Attachment
23	Ministry of Foreign Affairs www.mofa.gov.bd	Citizen's Charter, Manual Redressal, Link from homepage indicates online GRS tool, but it load a page consist of the list of the information on the redressal officer.	No online tools visible from website. Link to Citizen's Charter provided, with contact details of task based redressal officers. Instruction to use Cabinet Division GRS system provided in document, (Link to the site is included).	Detailed citizen's charter developed with specific task details and their deadlines, but no tools in use visible. <i>Instruction to use Cabinet Division GRS system provided in document (link to the site is included)</i>	Citizens can view task based charter with responsible official's contact details, and are instructed to contact the officials. On failure to get a proper redressal, the document provides instruction to submit grievance at GRS portal,(link has been Provided).	Kazi Anarkoly Director anarkoly@yahoo.com 01819822738	Link To Citizen's Charter Link to GRS portal provided within document GRS Link From Site
24	Ministry of Housing and Public Works www.mohpw.gov.bd	Citizen's Charter, Manual Redressal	No online tools visible from website. Link to Citizen's Charter provided, with contact details of task based redressal officers. No Instruction to use Cabinet Division GRS	Detailed citizen's charter developed with specific task details and their deadlines, but no tools in use visible.	Citizens can view task based charter with responsible official's contact details, and are instructed to contact the officials. Nothing further is mentioned.	Md. Fahimul Islam Deputy Secretary fahimul.islam@gmail.com 01733972093	Link to Citizen's Charter doc

				system provided in document.				
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Annex-3: GoB Mapping continued

GRS in Government Organisations Literature Scanning using Websites / Online Resources

SL	Organisation & Type	Name of Grievance / Complaint Registry Initiatives and Types of Programs Addressed	Tool Used (Digitised / Manual or other tools) – and details of documents maintained	Current Status (If Known) & Important/ Noteworthy Features/ Output	MIS Pattern of Redressal / Modalities to report to higher officials	Focal Point / Contact (If Available)	Comments / Attachment
25	Ministry of Industries www.moid.gov.bd	Citizen's Charter, Manual Redressal	No online tools visible from website. There is a GRS link on the homepage suggesting a n online tool but when clicked it loads a summary report of Grievance Solved and Submitted. No Instruction to use Cabinet Division GRS provided in the document.	Detailed citizen's charter developed with specific task details and their deadlines, but no tools in use visible.	Citizens can view task based charter with responsible official's contact details, and are instructed to contact the officials. Nothing further is mentioned.	Departmental Focal Point List is Provided	Link to Citizen's Charter doc
26	Ministry of Liberation War Affairs www.molwa.gov.bd	Citizen's Charter, Manual Redressal	No online tools visible from website. There is a GRS link on the homepage suggesting a n online tool but when clicked it does not load anything. No Instruction to use Cabinet Division GRS system provided in document.	Detailed citizen's charter developed with specific task details and their deadlines, but no tools in use visible. Summarized report regarding GRS is provided.	Citizens can view task based charter with responsible official's contact details, and are instructed to contact the officials. Nothing further is mentioned.	MD. ZAHURUL HAQUE Deputy Secretary 01715214291 zahurul.adc@gmail.com dsaccounts@molwagov.bd	Link to Citizen's Charter doc GRS Monthly Report

Annex-3: GoB Mapping continued

GRS in Government Organisations Literature Scanning using Websites / Online Resources

SL	Organisation & Type	Name of Grievance / Complaint Registry Initiatives and Types of Programs Addressed	Tool Used (Digitised / Manual or other tools) – and details of documents maintained	Current Status (If Known) & Important/ Noteworthy Features/ Output	MIS Pattern of Redressal / Modalities to report to higher officials	Focal Point / Contact (If Available)	Comments / Attachment
27	Ministry of Primary and Mass-education www.mopme.gov.bd	Citizen's Charter, Manual Redressal, Link from homepage indicates online GRS tool, but it load a page consist of the list of documents on GRS Policy.	No online tools visible from website. Link to Citizen's Charter provided, with contact details of task based redressal officers. Instruction to use Cabinet Division GRS system provided in document, (Link to the site is included).	Detailed citizen's charter developed with specific task details and their deadlines, but no tools in use visible. <i>Instruction to use Cabinet Division GRS system provided in document (link to the site is included)</i>	Citizens can view task based charter with responsible official's contact details, and are instructed to contact the officials. On failure to get a proper redressal, the document provides instruction to submit grievance at GRS portal, (link has been Provided).	Satyakam Sen Senior Assistant Secretary sensatya2003@yahoo.com 01817009516	Link to Citizen's Charter doc Link to GRS portal provided within document GRS Link Indicating only Policy Documents
28	Ministry of Public Administration www.mopa.gov.bd/en	Citizen's Charter, Manual Redressal, Link from homepage indicates online GRS tool (Complain), but it loads the Archive of Summarized report of GRS.	No online tools visible from website. Link to Citizen's Charter provided, with contact details of task based redressal officers. Instruction to use Cabinet Division GRS system provided only in Citizen's Charter of Internal, (No link to the site is included).	Detailed citizen's charter developed with specific task details and their deadlines, but no tools in use visible. <i>Instruction to use Cabinet Division GRS system provided only in Citizen's Charter of Internal,</i> <i>(No link to the site is included)</i>	Citizens can view task based charter with responsible official's contact details, and are instructed to contact the officials. Nothing further is mentioned. The Complaint Link is an Archive of Monthly Summarized report on the grievance Status.	Choudhury Samiya Yesmin Senior Assistant Secretary, Disp-2 +880-2-9540921 +8801711246780 sasdiscipline2@mopa.gov.bd	Link to Citizen's Charter Citizen's Charter of Institution Citizen's Charter of Internal Complain

Annex-3: GoB Mapping continued

GRS in Government Organisations Literature Scanning using Websites / Online Resources

SL	Organisation & Type	Name of Grievance / Complaint Registry Initiatives and Types of Programs Addressed	Tool Used (Digitised / Manual or other tools) – and details of documents maintained	Current Status (If Known) & Important/ Noteworthy Features/ Output	MIS Pattern of Redressal / Modalities to report to higher officials	Focal Point / Contact (If Available)	Comments / Attachment
29	Ministry of Shipping www.mos.gov.bd	Citizen's Charter, Manual Redressal, Link from homepage indicates online GRS tool, but it load an empty page.	No online tools visible from website. Link to Citizen's Charter provided, with contact details of task based redressal officers. Instruction to use Cabinet Division GRS system provided in document, (Link to the site is included).	Detailed citizen's charter developed with specific task details and their deadlines, but no tools in use visible. <i>Instruction to use Cabinet Division GRS system provided in document (Link to the site is included)</i>	Citizens can view task based charter with responsible official's contact details, and are instructed to contact the officials. On failure to get a proper redressal, the document provides instruction to submit grievance at GRS portal, (link has been Provided).	Mr. Md. Nur-Ur-Rahman Deputy Secretary Phone : 9571770 Email: nururrahman1961@yahoo.com	Citizen's Charter doc Link to GRS Provided within Document
30	Ministry of Textiles and Jute www.motj.gov.bd	GRS as per Citizen's Charter linked to Cabinet Division GRS Portal	Linked directly to Online GRS Portal by Cabinet Division (www.grs.gov.bd) (web & cloud based system) * no other tools in use were mentioned in the website or instructions	Detailed citizen's charter developed with specific task details and their deadlines, but no tools in use visible. <i>Instruction to use Cabinet Division GRS system provided in document (Link to the site is included)</i>	Citizens can view task based charter with responsible official's contact details, and are instructed to contact the officials. On failure to get a proper redressal, the document provides instruction to submit grievance at GRS portal, (link has been Provided).	Mr. Md. Mahmudul Haque Deputy Secretary Room no.-707, House no.-6 Ministry of Textiles and Jute, Dhaka 9573755 (Ph) 9573807 (FAX) ncmahmud@gmail.com	Link to Citizen's Charter Link to GRS Provided within Document GRS Form

Annex-3: GoB Mapping continued

GRS in Government Organisations Literature Scanning using Websites / Online Resources

SL	Organisation & Type	Name of Grievance / Complaint Registry Initiatives and Types of Programs Addressed	Tool Used (Digitised / Manual or other tools) – and details of documents maintained	Current Status (If Known) & Important/ Noteworthy Features/ Output	MIS Pattern of Redressal / Modalities to report to higher officials	Focal Point / Contact (If Available)	Comments / Attachment
31	Ministry of Water Resources www.mowr.gov.bd	Citizen's Charter, There is a link on the right hand side menu bar under: অভ্যন্তরীণ ই-সেবাসমূহ Suggesting there is a GRS Tool in Place.	Web-based, Cloud hosted system developed in PHP. Web Address: WaterResource	Detailed citizen's charter developed with specific task details and their deadlines Feature • User Registration • User Login • User Dashboard • Submit Feedback • Attack files with descriptions • Photo Gallery	Citizens can submit online posts regarding any problem they are facing, but it is not mentioned if any particular official is assigned to maintain replies. No clear guidelines were visible, (System not limited or governed by Grievance charters, and can post regarding replies or specific project updates as well). Replies were not visible for public viewing online.	Syed MD. Tajul Islam Joint Secretary tajulbd63@gmail.com 01731015257	There are multiple Citizen's charter according to the different organization (Shonstha) but only 1 is being provided as a sample in this document : Link Link to GRS Provided within Document GRS System
32	Planning Division www.pandiv.gov.bd	Citizen's Charter, Manual Redressal	No online tools visible from website. Link to Citizen's Charter provided, with contact details of task based redressal officers. No Instruction or link to use Cabinet Division GRS system provided in document.	Detailed citizen's charter developed with specific task details and their deadlines, but no tools in use visible. <i>No Instruction or link to use Cabinet Division GRS system provided in document.</i>	Citizens can view task based charter with responsible official's contact details, and are instructed to contact the officials.	Md. Habibul Islam Director (IMED) ihabibul@yahoo.com 01760226011 Sheikh Md. A Rahman Deputy Director (IMED) tintureet@gmail.com 01819260239 Shyamal Kumar Singha Deputy Secretary	Link to Citizen's Charter doc

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Annex-3: GoB Mapping continued

GRS in Government Organisations Literature Scanning using Websites / Online Resources

SL	Organisation & Type	Name of Grievance / Complaint Registry Initiatives and Types of Programs Addressed	Tool Used (Digitised / Manual or other tools) – and details of documents maintained	Current Status (If Known) & Important/ Noteworthy Features/ Output	MIS Pattern of Redressal / Modalities to report to higher officials	Focal Point / Contact (If Available)	Comments / Attachment
33	Ministry of Posts and Tele-Communications Division www.pdt.gov.bd	Citizen's Charter, Manual Redressal,	No online tools visible from website.	Detailed citizen's charter developed with specific task details and their deadlines, but no tools in use visible. <i>Instruction to use Cabinet Division GRS system provided in document (Link to the site is included)</i>	Citizens can download task based charter with responsible official's contact details, and are instructed to contact the officials. On failure to get a proper redressal, the document provides instruction to submit grievance at GRS portal, (link has been Provided).	Mosammat Ismat Ara Jahan Joint Secretary +880 2 9574449 ইমেইল: dsismat@gmail.com	Link to Citizen's Charter Link to GRS Provided within Document
34	Power Division www.powerdivision.gov.bd	Citizen's Charter, Manual Redressal,	No online tools visible from website. Link to Citizen's Charter provided, with all the manual forms and complete guidelines on how to submit and where to submit manually. there is a different PDF document on Guidelines of GRS which contains detailed instruction of how to submit grievance and Instructions to use Cabinet Division GRS system	Detailed citizen's charter developed with specific task based forms, but no tools in use visible. <i>Instruction to use Cabinet Division GRS system provided in Guideline document (link to the site is included)</i>	Citizens can download task based charter with detailed instruction of how to submit the grievances manually.	Rehena Aktar Sr. Assistant Secretary 02-9559838 coord-2@pd.gov.bd Building: 06, Power Division, Bangladesh Secretariat, Dhaka.	Link to Citizen's Charter Document on Guidelines of GRS Link to GRS Provided within Document

				provided in document, (Link to the site is included).				
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Annex-3: GoB Mapping continued

GRS in Government Organisations Literature Scanning using Websites / Online Resources

SL	Organisation & Type	Name of Grievance / Complaint Registry Initiatives and Types of Programs Addressed	Tool Used (Digitised / Manual or other tools) – and details of documents maintained	Current Status (If Known) & Important/ Noteworthy Features/ Output	MIS Pattern of Redressal / Modalities to report to higher officials	Focal Point / Contact (If Available)	Comments / Attachment
35	Ministry of Prime Minister's Office www.pmo.gov.bd	Citizen's Charter, Manual Redressal, only a link for FEEDBACK	N / A	N/A	N/A	N/A	N/A
36	Ministry of Rural Development and Co-operatives Division www.rdc.gov.bd	Citizen's Charter, Manual Redressal, Link from homepage indicates online GRS tool, but it does not load anything.	No online tools visible from website. Link to Citizen's Charter provided, with contact details of task based redressal officers. No instruction to use Cabinet Division GRS system is provided in document.	Detailed citizen's charter developed with specific task details and their deadlines, but no tools in use visible. <i>No instruction to use Cabinet Division GRS system is provided in document.</i>	Citizens can view task based charter with responsible official's contact details, and are instructed to contact the officials.	Mr. Md. Habibul Islam Deputy Secretary (Administration) 9573953(L) 0171-509216(M) ds.admin@rdc.gov.bd islamhabib35@gmail.com	Link to Citizen's Charter

Annex-3: GoB Mapping continued

GRS in Government Organisations Literature Scanning using Websites / Online Resources

SL	Organisation & Type	Name of Grievance / Complaint Registry Initiatives and Types of Programs Addressed	Tool Used (Digitised / Manual or other tools) – and details of documents maintained	Current Status (If Known) & Important/ Noteworthy Features/ Output	MIS Pattern of Redressal / Modalities to report to higher officials	Focal Point / Contact (If Available)	Comments / Attachment
37	Ministry of Science and Technology Division www.most.gov.bd	Citizen's Charter, Manual Redressal,	No online tools visible from website. Link to Citizen's Charter provided, with contact details of task based redressal officers. Instruction to use Cabinet Division GRS system provided in document, (Link to the site is included)	Detailed citizen's charter developed with specific task details and their deadlines, but no tools in use visible. <i>Instruction to use Cabinet Division GRS system provided in document (Link to the site is included)</i>	Citizens can view task based charter with responsible official's contact details, and are instructed to contact the officials. On failure to get a proper redressal, the document provides instruction to submit grievance at GRS portal, (link has been Provided).	D. MH. Sher Ali Deputy Secretary sherali.93@yahoo.com 01711571069	Link to Citizen's Charter Link to GRS Provided within Document
38	Ministry of Statistics and Informatics Division www.sid.gov.bd	Citizen's Charter, Manual Redressal,	No online tools visible from website. Link to Citizen's Charter provided, with contact details of task based redressal officers. No instruction to use Cabinet Division GRS system is provided in document.	Detailed citizen's charter developed with specific task details and their deadlines, but no tools in use visible. <i>No instruction to use Cabinet Division GRS system is provided in document.</i>	Citizens can view task based charter with responsible official's contact details, and are instructed to contact the officials.	Md. Tariqul Alam Deputy Secretary +88-02-8181312 +88-01715123958 md.tarikula@yahoo.com	Link to Citizen's Charter
39	Ministry of Youth and Sports www.moyports.gov.bd	Citizen's Charter, Manual Redressal,	No online tools visible from website. Link to Citizen's Charter provided, with contact details	Detailed citizen's charter developed with specific task details and their deadlines, but no tools in use visible.	Citizens can view task based charter with responsible official's contact details, and are instructed to contact the officials.	Md. Shirajul Hoque Deputy Secretary (Admin) Phone: 02-9575505	Citizen's Charter

				of task based redressal officers.			Mobile: 01715-037550	
40	Ministry of Women and Children Affairs www.mowca.gov.bd	<ul style="list-style-type: none">- Grievance Redress System (GRS) governed by Citizen's Charter and Policies- Accelerating Efforts to Prevent and Respond to Sexual and	Linked directly to Online GRS Portal by Cabinet Division (www.grs.gov.bd)	GRS Detailed citizen's charter developed with specific task details and their deadlines SGBV: Features: Operational as pilot in 7 districts Features: <ul style="list-style-type: none">• Submission of Citizen complaints by authorized personnel	GRS Assigned Focal Points for specific tasks and divisions, with contact details available on the web, for primary access to receive any grievance, going up to central Focal Point of Ministry, whose details are also given	Dr. Asma Aktar Jahan Deputy Secretary Phone : 9540106, 01552365116 Email: jahanasma2009@yahoo.com	Download Document link to Citizen's Charter and detailed task www.grs.gov.bd www.vawdb.info.bd	

Annex-3: GoB Mapping continued

GRS in Government Organisations Literature Scanning using Websites / Online Resources

SL	Organisation & Type	Name of Grievance / Complaint Registry Initiatives and Types of Programs Addressed	Tool Used (Digitised / Manual or other tools) – and details of documents maintained	Current Status (If Known) & Important/ Noteworthy Features/ Output	MIS Pattern of Redressal / Modalities to report to higher officials	Focal Point / Contact (If Available)	Comments / Attachment
				<ul style="list-style-type: none"> • Investigation Before Confirming And proceeding to file grievance • Profile of perpetrators • Committee based grievance redressal 	SGBV Authorised GoB, BRAC, UDC entrepreneurs can registers and follow up grievances related to violence against women		

41	Ministry of Social Welfare www.msw.gov.bd	GRS as per Citizen's Charter linked to Cabinet Division GRS Portal	Linked directly to Online GRS Portal by Cabinet Division (www.grs.gov.bd) (web & cloud based system) * no other tools in use were mentioned in the website or instructions	Detailed citizen's charter developed with specific task details and their deadlines Feature as per GRS of Cabinet Division Technology: Dot.Net	Assigned Focal Points for specific tasks and divisions, with contact details available on the web, for primary access to receive any grievance, going up to central Focal Point of Ministry, whose details are also given	Khondokar Atiar Rahman Additional Secretary)Administration(Ministry of Social Welfare Room no -306 Building-6 Bangladesh Secretariat, Dhaka-1000 Bangladesh Phone)Office:(+8802 9576682 Phone)Home:(+8802 8331606 Mobile: +880 1712373166 Fax: +8802 9576685 Email: atiarrah@gmail.com	
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Annex-3: GoB Mapping continued

GRS in Government Organisations Literature Scanning using Websites / Online Resources

SL	Organisation & Type	Name of Grievance / Complaint Registry Initiatives and Types of Programs Addressed	Tool Used (Digitised / Manual or other tools) – and details of documents maintained	Current Status (If Known) & Important/ Noteworthy Features/ Output	MIS Pattern of Redressal / Modalities to report to higher officials	Focal Point / Contact (If Available)	Comments / Attachment
42	Ministry of Information www.moi.gov.bd	Manual Redress system and not linked to proposed GRS (cabinet division), citizen's charter of MoI	No online tools visible from website. Detailed citizen's charter developed with specific task	Detailed citizen's charter developed with specific task based forms, but no tools in use visible.	Citizens can download task based charter with detailed instruction of how to submit the grievances manually.	Md. Abdus Sobhan Deputy Secretary)Administration(Building no 4, Room no. 820, Ministry of	Citizen's Charter

			specifically mentions 3 levels of appeal procedure with definite timeline mentioned in each levels of appeal.	details and their deadlines			Information, Bangladesh Secretariat, Dhaka Phone) Office :(9540057 Fax :9556500 Mobile 01715238571 Email: ds.admin@moi.gov.bd	
43	Ministry of Home Affairs www.mha.gov.bd	GRS as per Citizen's Charter	Manual / Email / Phone based list of responsible contact person as per Citizen's Charter, provided as downloadable PDF and Doc links. * No other tools in use were mentioned in the website or instructions	Current Status: Link provided, but no visible operational status viewable through website, no proper link to GRS system is given from web, but address provided within document. Just documentation provided online Detailed citizen's charter developed with specific task details and their deadlines	Assigned Focal Points for specific tasks and divisions, with contact details available from downloadable document, for primary access to receive any grievance. 2 nd Stage includes contacting central Focal Point of Ministry, whose details are also given, and on unsatisfactory redressal or unresponsiveness, instructed to use GRS portal by Cabinet Division.	Md. Jamal Hosain Identification Number 5411 Joint Secretary (Administration) Phone 9573802 (Office), 9671910 (House) Mobile: 01716434865 Email: mha.bd.ad1@gmail.com Ministry of Home Affairs, Dhaka	Citizen's Charter	

Annex-3: GoB Mapping continued

GRS in Government Organisations Literature Scanning using Websites / Online Resources

SL	Organisation & Type	Name of Grievance / Complaint Registry Initiatives and Types of Programs Addressed	Tool Used (Digitised / Manual or other tools) – and details of documents maintained	Current Status (If Known) & Important/ Noteworthy Features/ Output	MIS Pattern of Redressal / Modalities to report to higher officials	Focal Point / Contact (If Available)	Comments / Attachment
44	Ministry of Health and Family Welfare www.mohfw.gov.bd	GRS as per Citizen's Charter	Manual / Email / Phone based list of responsible contact person as per Citizen's Charter, provided as	Current Status: Link provided, but no visible operational status viewable through website, no proper link to GRS system is given from web, but	Assigned Focal Points for specific tasks and divisions, with contact details available from downloadable document, for primary access to receive any grievance. 2 nd Stage includes	Md. Rezaul Alam Sr. Assistant Secretary Administration-2 Branch	Citizen's Charter

			downloadable PDF and Doc links. * No other tools in use were mentioned in the website or instructions	address provided within document. Just documentation provided online Detailed citizen's charter developed with specific task details and their deadlines	contacting central Focal Point of Ministry, whose details are also given, and on unsatisfactory redressal or unresponsiveness, instructed to use GRS portal by Cabinet Division.	Ministry of Health and Family Welfare Bangladesh Secretariat, Dhaka Mobile: 01710989800 Phone: 02-9540721 Fax 9559216 Email: sasadmin2@mohfw.gov.bd	
45	Local Government Division www.lgd.gov.bd	GRS as per Citizen's Charter	Manual / Email / Phone based list of responsible contact person as per Citizen's Charter, provided as downloadable PDF and Doc links.	Current Status: Manual system of filing complaints to focal point(s) Detailed citizen's charter developed with specific task details and their deadlines	Assigned Focal Points for specific tasks and divisions, with contact details available from downloadable document, for primary access to receive any grievance. 2 nd Stage includes contacting central Focal Point of Ministry, whose details are also given, and on unsatisfactory redressal or unresponsiveness, instructed to use GRS portal by Cabinet Division.	1. Complaint against elected representatives: Mr. Saroj Kumar Nath Deputy Secretary Phone+:88-9573625 Email sarojknath@yahoo.com	Citizen's Charter

Annex-3: GoB Mapping continued

GRS in Government Organisations Literature Scanning using Websites / Online Resources

SL	Organisation & Type	Name of Grievance / Complaint Registry Initiatives and Types of Programs Addressed	Tool Used (Digitised / Manual or other tools) – and details of documents maintained	Current Status (If Known) & Important/ Noteworthy Features/ Output	MIS Pattern of Redressal / Modalities to report to higher officials	Focal Point / Contact (If Available)	Comments / Attachment
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							<p>2. Mr. Md. Abdur Rouf Mia Deputy Secretary Phone: +88-9511603 Email: rouf6669@yahoo.com</p> <p>3. Dr. Julia Moin Senior Assistant Secretary Phone 9562247 Email Julia_moin15080@yahoo.com</p> <p>4. Begum Sharifa Ahmed Senior Assistant Secretary Phone 9586605 Email lgup1@lged.gov.bd</p> <p>5. Begum Lutfun Nahar Senior Assistant Secretary Phone 9577230. Email: lgdupazila2@gmail.com</p> <p>6. Mayor and councilors removal: Mr. Md. Khalilur Rahman Deputy Secretary Phone 9514142 Email: khalilsas94@yahoo.com</p> <p>7. Divisional actions against LGED first class gazetted officer Begum Shamima Ferdous Senior Assistant Secretary Phone: 9574014 Email: lgdev1@lged.gov.bd</p>	
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Annex-3: GoB Mapping continued

GRS in Government Organisations
Literature Scanning using Websites / Online Resources

SL	Organisation & Type	Name of Grievance / Complaint Registry Initiatives and Types of Programs Addressed	Tool Used (Digitised / Manual or other tools) – and details of documents maintained	Current Status (If Known) & Important/ Noteworthy Features/ Output	MIS Pattern of Redressal / Modalities to report to higher officials	Focal Point / Contact (If Available)	Comments / Attachment

							If designated official cannot resolve complaint: Begum Iffat Ara Mahmud Joint Secretary Local Government Division	
46	Law and Justice Division www.lawjusticediv.gov.bd	GRS as per Citizen's Charter	Manual / Email / Phone based list of responsible contact person as per Citizen's Charter, provided as downloadable PDF and Doc links.	Current Status: Manual system of filing complaints to focal point(s) Detailed citizen's charter developed with specific task details and their deadlines Feature	Assigned Focal Points for specific tasks and divisions, with contact details available on the web, for primary access to receive any grievance, going up to central Focal Point of Ministry, whose details are also given	Mr. S Mohammad Ali Sr. Assistant Secretary (Justice Division-1) Phone: 02-9545431 Mobile: 01552484300 Email: s77mohammad@gmail.com	Citizen's Charter	
47	Finance Division www.mof.gov.bd	Grievance Redress System (GRS) governed by Citizen's Charter and Policies	Online, web-based cloud hosted system available at www.grs.gov.bd Acts as the parent tool for various other ministries and divisions	Dedicated online portal for Grievance Redress. Includes documentation links on citizen's charter and focal points / appeal officials for cabinet division as well as other ministries. Control panel for citizens. Option to register or to submit anonymously. Other ministries integrated. Three tier access level and control panel for admins within system (Focal points > departmental admins >	Citizens can register or submit grievance anonymously. All ministry integration done. Focal point receives each grievance and has option to forward to departmental focal points (with time governed priority set by FP) or to discard. Departmental FP takes action by forwarding to implementation officer or to another departmental official. Multiple and unlimited response with file tracking and rich text		Online GRS portal: www.grs.gov.bd	

Annex-3: GoB Mapping continued

GRS in Government Organisations Literature Scanning using Websites / Online Resources

SL	Organisation & Type	Name of Grievance / Complaint Registry Initiatives and Types of Programs Addressed	Tool Used (Digitised / Manual or other tools) – and details of documents maintained	Current Status (If Known) & Important/ Noteworthy Features/ Output	MIS Pattern of Redressal / Modalities to report to higher officials	Focal Point / Contact (If Available)	Comments / Attachment

					Implementation authority. Also includes technical admins and senior officials (read only) mode. Automated status update and manual review. Attachments, draft and review possible at all stages (citizens and officials). SMS and Email integration Technology: Dot.Net	response notes. Returns finally to ministry focal point, who has option to close case or forward it again. All status update automatically sent via email / sms / and control panel with notes to citizen. All grievance status and statistics report sent to Cabinet Division		
48	Ministry of Religious Affairs www.mora.gov.bd	Grievance Redress System (GRS) governed by Citizen's Charter and Policies	Online, web-based cloud hosted system available at www.grs.gov.bd Acts as the parent tool for various other ministries and divisions	Online dedicated portal for Grievance Redress. Includes documentation links on citizen's charter and focal points / appeal officials for cabinet division as well as other ministries. Control panel for citizens. Option to register or to submit anonymously. Other ministries integrated. Three tier access level and control panel for admins within system (Focal points > departmental admins > Implementation authority. Also includes technical admins and senior officials (read only) mode. Automated status update and manual review. Attachments, draft and review possible at all stages (citizens and officials). SMS and Email integration Technology: Dot.Net	Citizens can register or submit grievance anonymously. All ministry integration done. Focal point receives each grievance and has option to forward to departmental focal points (with time governed priority set by FP) or to discard. Departmental FP takes action by forwarding to implementation officer or to another departmental official. Multiple and unlimited response with file tracking and rich text response notes. Returns finally to ministry focal point, who has option to close case or forward it again. All status update automatically sent via email / sms / and control panel with notes to citizen. All grievance status and statistics report sent to Cabinet Division		Online GRS portal: www.grs.gov.bd	

Annex-3: GoB Mapping continued

GRS in Government Organisations Literature Scanning using Websites / Online Resources

SL	Organisation & Type	Name of Grievance / Complaint Registry Initiatives and Types of Programs Addressed	Tool Used (Digitised / Manual or other tools) – and details of documents maintained	Current Status (If Known) & Important/ Noteworthy Features/ Output	MIS Pattern of Redressal / Modalities to report to higher officials	Focal Point / Contact (If Available)	Comments / Attachment

49	Ministry of Expatriates' Welfare and Overseas Employment www.probash.gov.bd	GRS as per Citizen's Charter	Manual / Email / Phone based list of responsible contact person as per Citizen's Charter, provided as downloadable PDF and Doc links.	Current Status: Manual system of filing complaints to focal point(s) Detailed citizen's charter developed with specific task details and their deadlines	Assigned Focal Points for specific tasks and divisions, with contact details available on the web, for primary access to receive any grievance, going up to central Focal Point of Ministry, whose details are also given	Mr. Sushanto Kumar Sarker Deputy Secretary (Mission) dsmission.probash@gmail.com Phone: 9349421	Citizen's Charter
50	Ministry of Labour & Employment www.mole.gov.bd	GRS as per Citizen's Charter	Manual / Email / Phone based list of responsible contact person as per Citizen's Charter, provided as downloadable PDF and Doc links. * No other tools in use were mentioned in the website or instructions	Detailed citizen's charter developed with specific task details and their deadlines	Assigned Focal Points for specific tasks and divisions, with contact details available on the web, for primary access to receive any grievance, going up to central Focal Point of Ministry, whose details are also given	GRS Focal Point Mr. Mohammad Tayebur Rahman Deputy Secretary (Court) Phone: 9554299	Citizen's Charter Complaint Submission link does not work
51	Legislative and Parliamentary Affairs Division www.legislativediv.gov.bd	Grievance Redress System (GRS) governed by Citizen's Charter and Policies	Online, web-based cloud hosted system available at www.grs.gov.bd As the parent tool for various other ministries and divisions	Online dedicated portal for Grievance Redress. Includes documentation links on citizen's charter and focal points / appeal officials for cabinet division as well as other ministries. Control panel for citizens. Option to register or to submit anonymously. Other ministries integrated. Three tier access level and control panel for admins within	Citizens can register or submit grievance anonymously. All ministry integration done. Focal point receives each grievance and has option to forward to departmental focal points (with time governed priority set by FP) or to discard. Departmental FP takes action by forwarding to implementation officer or to another departmental official.	Md. Israel Hossen Joint Secretary Room no. 714, (8 th Floor) Building no-4 Bangladesh Secretariat, Dhaka-1000 Phone +88-02-9563001 Fax: +88-02-9576648 Email: israil@legislativediv.gov.bd	Citizen's Charter www.grs.gov.bd

Annex-3: GoB Mapping continued

GRS in Government Organisations Literature Scanning using Websites / Online Resources

SL	Organisation & Type	Name of Grievance / Complaint Registry Initiatives and Types of Programs Addressed	Tool Used (Digitised / Manual or other tools) – and details of documents maintained	Current Status (If Known) & Important/ Noteworthy Features/ Output	MIS Pattern of Redressal / Modalities to report to higher officials	Focal Point / Contact (If Available)	Comments / Attachment

					System (Focal points > departmental admins > Implementation authority. Also includes technical admins and senior officials (read only) mode. Automated status update and manual review. Attachments, draft and review possible at all stages (citizens and officials). SMS and Email integration Technology: Dot.Net	Multiple and unlimited response with file tracking and rich text response notes. Returns finally to ministry focal point, who has option to close case or forward it again. All status update automatically sent via email / sms / and control panel with notes to citizen. All grievance status and statistics report sent to Cabinet Division		
52	Internal Resources Division www.ird.portal.gov.bd	Grievance Redress System (GRS) governed by Citizen's Charter and Policies	Online, web-based cloud hosted system available at www.grs.gov.bd Acts as the parent tool for various other ministries and divisions	Online dedicated portal for Grievance Redress. Includes documentation links on citizen's charter and focal points / appeal officials for cabinet division as well as other ministries. Control panel for citizens. Option to register or to submit anonymously. Other ministries integrated. Three tier access level and control panel for admins within system (Focal points > departmental admins > Implementation authority. Also includes technical admins and senior officials (read only) mode. Automated status update and manual review. Attachments, draft and review possible at all stages (citizens and officials). SMS and Email integration Technology: Dot.Net	Citizens can register or submit grievance anonymously. All ministry integration done. Focal point receives each grievance and has option to forward to departmental focal points (with time governed priority set by FP) or to discard. Departmental FP takes action by forwarding to implementation officer or to another departmental official. Multiple and unlimited response with file tracking and rich text response notes. Returns finally to ministry focal point, who has option to close case or forward it again. All status update automatically sent via email / sms / and control panel with notes to citizen. All grievance status and statistics report sent to Cabinet Division	Mr. Mohammad Abdul Gafur Deputy Secretary Internal Resources Division Phone – 9540261 Mobile - 01715-028118মেইল - agafur2006@gmail.com Appeal Authority Mr. Md. Najibur Rahman Secretary Phone: 02-9574882 Mobile: 01777-764763 Email: nojibur@yahoo.com	Citizen's Charter www.grs.gov.bd	

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