

WORKSHOP REPORT

Inclusive Governance and Social Accountability (IGSA), Mymensingh

3rd October 2019

Mymensingh, Bangladesh

Organised by:

**Cabinet Division
Platforms for Dialogue (P4D)**

Prepared, Compiled, and Edited by:

A S M Mahbubul Alam
National Consultant for Content Development, P4D Project
Mahfuj Alam
Associate Consultant

Editorial Board:

Sheikh Mujibur Rahman, Secretary Coordination and Reforms, Cabinet Division
Mr. Sultan Ahmed, Additional Secretary and Project Director, P4D Project
Mr. Arsen Stefanyan, Team Leader, P4D Project
Kazi Zebunnessa Begum, Government Engagement and Sustainability Lead, P4D Project
Dr. Md. Mushfiqur Rahman, Joint Secretary, Cabinet Division
Mr. Md Mokhlesur Rahman, Deputy Secretary, Cabinet Division

Published by:

Platforms for Dialogue (P4D)
Cabinet Division

Copyright:

Cabinet Division
Government of the People's Republic of Bangladesh

Disclaimer:

This workshop report summarises the proceedings of a workshop on Inclusive Governance and Social Accountability (IGSA) conducted on 3 October 2019 at Silver Castle Hotel in Mymensingh. This report is not intended to be a comprehensive document on the subject. It reflects the major insights, thoughts, and directions of the participants at the time of the workshop. The review of this material does not imply P4D's endorsement of factual accuracy or opinion. The P4D Project and authors disclaim any liability in connection with the use of this information.

Acknowledgement

Platforms for Dialogue (P4D) Project would like to thank Mr. Mohammad Shafiul Alam, (Cabinet Secretary to the Government of the People's Republic of Bangladesh) for his unconditional support for the event. Our profound gratitude goes to Sheikh Mujibur Rahman ndc, (Secretary, Coordination & Reform (C&R), Cabinet Division) and Mr. N M Zeaul Alam (Senior Secretary, ICT Division) for their continuous guidance and support. We are grateful to the officers of the Cabinet Division, particularly Dr. Mushfiqur Rahman, the Joint secretary, Mr. Mokhlesur Rahman, the Deputy Secretary, and the officers at the Divisional Commissioner's Office Mymensingh, as well as the British Council Bangladesh and P4D Project, for their relentless support to hold this workshop.

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

We would also like to thank the members of the event management team, the communications team, and the staff of the Silver Castle Hotel for their wholehearted effort to make the programme possible.

Table of Contents

Acknowledgement	3
Executive Summary	5
IGSA Workshop in Mymensingh	5
Recommendations about the Citizen’s Charter.....	5
Recommendation about the Grievance Redress System.....	7
Background	10
Objectives	10
About Mymensingh Division.....	11
Inaugural Session	12
Keynote Presentation on IGSA Mechanisms.....	17
Working Session	19
Format	19
Analysis.....	19
Attendance by Gender.....	23
Closing Session	24
Next Steps	26
Appendix A: Working Session Design and Facilitation	27
Appendix B: Participant Grouping	32
Appendix C: Invitation Card and Programme Schedule.....	38
Appendix D: List of Participants	40
Appendix E: Working Session Discussion Outcomes	63

Executive Summary

IGSA Workshop in Mymensingh

A knowledge-sharing workshop on Inclusive Governance and Social Accountability (IGSA) was successfully held on 3rd October 2019 at Silver Castle Hotel, Mymensingh. The one-day workshop aimed to help participants build their leadership skills and familiarise them with social accountability policy instruments.

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

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

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

The workshop offered an opportunity for people with different professional backgrounds to have meaningful conversations. The workshop also served to familiarise the participants with social accountability policy instruments in Bangladesh and to help them build leadership skills and acquire knowledge of inclusive governance. Perhaps more importantly, in the workshop, the participants had opportunities to ask questions, discuss issues related to the IGSA tools with other practitioners, and to work in groups to look for practical solutions.

The event was attended by: Mr. N M Zeaul Alam (Chief Guest; Secretary, Information and Communication Technology Division of the Government of the People’s Republic of Bangladesh), Sheikh Mujibur Rahman ndc, (Special Guest; Secretary, Coordination & Reform, Cabinet Division, and Divisional Commissioner of Mymensingh Division), Ms. Jessica Magson (Guest of Honour; Head of Justice, Security and Conflict Resolution, the British Council Bangladesh), Mr. Sultan Ahmed (Additional Secretary of Cabinet Division and Project Director of P4D Project). Other attendants included divisional heads of government departments, Focal Points of Rangpur Division, participants from Rangpur and other districts, as well as representatives of development partners, the academia, LGIs, the British Council, civil society organisations, the print and electronic media. Officers of the P4D project were present at the event.

Recommendations about the Citizen’s Charter

The participants put forward approximately 82 recommendations for improving inclusive governance through the use of the GRS and the Citizen’s Charter.

In the brainstorming session, a majority of the participants agreed that the **main obstacle to implementing social accountability tools**, such as the GRS and CC, was a lack of awareness of these tools among citizens, or service receivers, in Bangladesh. The participants suggested that organising suitable awareness-raising campaigns and promotional activities would help to get rid of this problem. Other obstacles and issues identified in that regard were:

- There was a lack of proper monitoring of service providers conducted by the authority;
- There was a lack of appropriate mechanisms for collecting feedback from public service receivers;
- Public service providers had traditional attitudes (i.e., a lack of positive and can-do attitudes, and fear of service receivers);
- Service receivers had little ICT related knowledge;
- There were no easy-to-use electronic tracking systems in public service delivery systems;
- There was not a reward and punishment system;
- Public service providers were not committed to the use of the tools;
- There was no monitoring of service providers conducted by service receivers; and
- The distance between service providers and service receivers was long.

The participants suggested that more training, awareness campaigns, and sufficient resources should be offered to public service providers, in order to remove the obstacles above.

The participants identified the main **barriers to implementing the Citizen's Charter** in Bangladesh were:

- Citizens, or service receivers, had poor knowledge of the Citizen's Charter;
- Service providers did not have positive attitudes;
- There was a communication gap between service receivers and service providers; and
- There was not a proper monitoring and feedback mechanism.

To overcome these obstacles, the participants recommended that awareness-building programmes and training programmes should be made compulsory for service providers. In addition, they suggested that:

- Existing monitoring mechanisms should be strengthened using digital devices, so that there would be little scope for public servants to avoid the charter and use discretion; and
- Public participation and public hearing should be made compulsory, so that there would be little chance for service providers to avoid or undermine people's opinions.

Regarding **mechanism to be used for monitoring the implementation of the Citizen's Charter**, the participants suggested the introduction of a client feedback system as the most important step to be taken. Participants also made the following suggestions:

- Online or manual feedback and reporting systems should be introduced;
- Citizen's Charter Committee should become more effective;
- Third-party monitoring should be introduced;

- A link between inspection reports and the Citizen's Charter should be established.

The issue of third-party monitoring was initially questioned by the audience. It was then agreed that, in order to achieve best results, one ministry or department of the government independent of service delivery should take part in monitoring another one that is involved in service delivery.

The participants suggested the following stages to be taken in the **preparation and writing of the Citizen's Charter** to promote public participation in the process:

- Prepare a comprehensive list of services;
- Identify stakeholders/clients and share a draft of the Citizen's Charter with them;
- Collect feedback from other related organisations;
- Finalise the draft;
- Make correction to the draft through holding a public hearing;
- Finalise the Citizen's Charter; and
- After gaining approval from the authority, place the Charter somewhere visible to the public.

To further encourage public participation in the process, awareness building campaigns should be organised and feedback should be collected regularly with the help of call centres and committees, according to the participants.

In answering the question of how one could **measure citizen satisfaction**, participants suggested that response boxes and comment registers should be placed at front offices, and scorecards, citizen's feedback cards should be provided both at front offices and online. Citizen's feedback ought to be collected immediately after the delivery of service. A periodic survey conducted by a third-party may also help the government to measure citizen's satisfaction levels on service delivery.

As for **third-party monitoring/evaluation**, participants unanimously agreed that it would be necessary. They believed that such monitoring/evaluation would be unbiased and that the monitoring results would be trusted by the public; it would as a result help improve service delivery. Similar to above, the proposed monitoring team should include representatives of a ministry/department that is not involved in the delivery – these could potentially be representative of CSOs and the media.

Recommendation about the Grievance Redress System

The main **obstacles to the implementation of the GRS** in Bangladesh were identified as the traditional beliefs of both public servant and service recipients. Other obstacles included a lack of awareness of and education about the GRS and a lack of feedback mechanism. To remove these obstacles, the participants suggested that:

- Public servants should adopt a positive attitude;

- Awareness building campaigns should be organised for stakeholders;
- Public participation should be encouraged;
- Complainants should be informed of actions taken; and
- An open-door policy should be adopted.

In identifying the steps to be taken for **ensuring inclusive governance**, the participants emphasised the following:

- Media campaigns to raise public awareness of inclusive governance;
- Regular meetings with parents and students;
- Involvement of local government institutions, CSO, and NGOs;
- Increased women's participation;
- Regular consultations with citizens;
- Effective public hearings and yard meetings;
- Capacity building of service providers as a way to change the mind-sets of service providers and receivers;
- Proper monitoring;
- Provision of skilled manpower, equipment, and maintenance.

Some participants had a discussion on the monitoring of the use of the GRS in Bangladesh. They suggested the following measures to be taken:

- Raise public awareness of the GRS mechanism and of how to use it, with the use of electronic, print, and social media;
- Introduce uniform reporting, that is, using the same form for reporting multiple types of incidence;
- Introduce a proper evaluation system;
- Include the GRS in monthly meetings as an agenda item;
- Introduce public hearing and a feedback collecting mechanism; and
- Introduction a reward and punishment system for implementing the GRS.

In identifying measures to **promote citizens' participation in the service delivery system through the use of GRS**, most participants agreed that providing protection for complainants was the most important. This was because complainants were at times harassed by public servants and their supporters with a vested interest. Therefore, complainants need protection from harassment. Other suggested measures included:

- Introduce a system for service receivers to rate their satisfaction levels, such as the use of a set of icons to let them rate the services easily;
- Include the GRS in school education;
- Increasing public awareness of the GRS through publicity campaigns;
- Hold public hearings (so that officers could explain failures in delivering services and suggest necessary corrective measures); and

- Allow social actors, such as the print and electronic media, CSOs, and NGOs, to help the public in seeking redress.

To change the administrative culture, the participants said that more motivational activities should be organised for civil servants to change their traditional beliefs. Moreover, a performance-based evaluation system should be introduced to replace ACR, awareness-building programmes should be organised, protection for Grievance Lodgers should be strengthened at the grassroots level, and reward and punishment systems should be introduced and enforced at all levels, according to the participants.

Background

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

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

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

Objectives

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

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

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

About Mymensingh Division

Mymensingh Division is one of the eight administrative divisions of Bangladesh. It has an area of 10,485 square kilometres (4,048 sq. mi.) and a population of 11,370,000, according to the 2011 census. It was created in 2015 from districts previously comprising the northern part of Dhaka Division. Its headquarters are in Mymensingh city in Mymensingh District. This Division consists of Jamalpur, Mymensingh, Netrokona District, and Sherpur District.

P4D's key intervention is the organisation of capacity building activities for local civil society organisations and representatives of local government bodies. The project seeks to promote dialogues on local policy issues in 21 districts. It aims to increase the accountability and responsiveness of government officials through building the capacity of decision-makers and engaging CSOs.

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



Inaugural Session



The inaugural session of the workshop started with opening remarks made by Mr. Sultan Ahmed, the Additional Secretary of the Cabinet Division and the Project Director of the P4D Project. He welcomed all participants and introduced to them the overall objective of this workshop which is to build leadership and inclusive governance skills of civil servants and CSOs and to sensitise them to social accountability tools.

“I hope the IGSA Workshop Mymensingh will help civil servants to improve their leadership skills and their knowledge of inclusive governance, so that they are more prepared to use social accountability policy instruments and to emphasise mutual responsibilities to foster a more collaborative relationship between government bodies and the civil society.”

Sultan Ahmed
Additional Secretary &
Project Director of P4D
Cabinet Division



Mr. Arsen Stepanyan, the Team Leader of P4D, made a presentation on the overview of the project and described its objectives. He also introduced the major activities carried out by the project so far and explained the components, districts-wise coverage, and methodological approach of P4D. He explained in detail how the project was adding value to the existing systems in Bangladesh, and talked about the culture of collaboration. Mr. Stepanyan also highlighted the five pillars and uniqueness of the project, and explained the expected outcomes of the project.

“A unique initiative of P4D Project is creating a culture of collaboration between the CSOs and the Civil Servants in Bangladesh. This collaboration is bringing both parties together for a joint solution.”

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



Additional Divisional Commissioner (General) of Mymensingh Division Mr. Niranjana Devnath attended the workshop said that the theme of the workshop was well-chosen because ‘people are the owner of the state, and their participation in governance establishes the ownership and accelerates development in Bangladesh.’ He also highlighted that accountability and transparency was key to inclusive governance. He was convinced that proper implementation of the GRS and the Citizen’s Charter at District and local levels would eventually have a positive impact on promoting inclusive governance at the national level.

“I do hope and expect that P4D Project will contribute to create more access to these policy tools for the public in general so that they feel more supported while receiving services from different Government institutions.”

Niranjana Devnath
Additional Divisional Commissioner (General),
Mymensingh



Ms. Jessica Magson (Head of Justice, Security and Conflict Resolution, the British Council Bangladesh) was present in the workshop as a Guest of Honour. In her speech, she emphasised the importance of a productive relationship between the government and CSOs. Her speech focused on how to engage citizens in public policy making. She also explained the close connection between SDGs (in particular goal 16) and the objectives of P4D Project.

“P4D is consistent with the SDG 16 goal towards promoting peaceful and inclusive societies for sustainable development, providing access to justice for all, and building effective, accountable and inclusive governance.”

Jessica Magson

Head of Justice, Security and Conflict
Resolution
The British Council Bangladesh



Sheikh Mujibur Rahman ndc (Secretary, Coordination & Reform, Cabinet Division) attended the workshop as a Special Guest. He said that P4D ‘provides platforms for engagement between civil servants and CSOs’, adding that the Cabinet Division were working closely with P4D, civil society, and concerned development partners on a shared agenda of transparency, accountability, and responsiveness’. He believed that the project would promote citizen and civil society participation in government’s decision making process and ultimately enhance government’s responsiveness and accountability.

He looked forward to seeing participants’ contribution in the working session. With the ideas shared in the session, he believed that policy tools for the public would be used more frequently and that citizens would be better supported while receiving services from government institutions.

“Platforms for Dialogue Project’s objectives are specifically aligned with Targets 6 and 7 of Sustainable Development Goal 16. The project is also relevant to the Government's policy commitments to improve the responsiveness and accountability of the State to the citizens.”

Sheikh Mujibur Rahman, ndc
Secretary,
Coordination & Reform,
Cabinet Division



Mr. N M Zeaul Alam (Senior Secretary, Information and Communication Technology Division, Government of the People’s Republic of Bangladesh) was present as the Chief Guest in the session. In his speech, he conveyed his gratitude for the generosity of the peoples of the European Union, as the EU’s collaboration with the Government of Bangladesh and its initiative for improving the governance system in this country were very important to the country’s future.

The Chief Guest hoped that this synergy would pave the way for achieving SDGs (particularly goal 16) and would help Bangladesh to continues its transition from a developing country to a developed country.

“We must work together in a spirit of mutual respect to make inclusive governance processes work for the national interest.”

N M Zeaul Alam
Senior Secretary,
Information and Communication
Technology Division
The Government of the People’s
Republic of Bangladesh



At the end of the inaugural session, Mr. Md. Mizanur Rahman, Deputy Commissioner, Mymensingh District delivered the vote of thanks. In his speech, he expressed his gratitude to the Hon'ble Chief Guest, Special Guests and Chairperson of the workshop. And also, he thanked everybody for kind participation, attention, and patience on behalf of the District Administration of Mymensingh.

“P4D is working in ensuring better social accountability and responsiveness in government service delivery system. This is a good initiative. We must work together to achieve this goal.”

Mr. Md. Mizanur Rahman
Deputy Commissioner Mymensingh
District



Keynote Presentation on IGSA Mechanisms

The keynote presentation of the workshop was given by Mr. N M Zeaul Alam, the Secretary of the Information and Communication Technology Division of the People's Republic of Bangladesh. The presentation aimed to build leadership and inclusive governance skills of participants and to sensitise them to social accountability policy instruments.

In his presentation, Mr. Alam mentioned that inclusive governance means, on the one hand, incorporating diverse voices from all levels of the society in policy making and, on the other, bringing decision-makers closer to citizens so that citizens can share ideas at the national and global levels. The presenter explained in details the rationale of inclusive governance and opportunities and obstacles for inclusive governance in Bangladesh.

The presenter then illustrated the concept of social accountability and the interconnections between inclusive governance, social accountability, and presumptions of social accountability for government and citizens. He explained how Inclusive Governance social accountability tools could promote inclusive governance.

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

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



After the presentation session, there was a question and answer session open to all participants. A participant mentioned that the number of projects implemented and the finances allocated to these projects were low in the first quarter of the financial year; the participants asked the speaker how the process could be sped up and how accountability could be ensured.

Working Session

Format

Following the keynote presentation was the work session wherein participants were divided into 12 groups of 7 to 10 to have in-depth discussions about the social accountability tools, in particular the Citizen's Charter and the Grievance Redress System. The participants were given relevant discussion questions and were joined by facilitators who helped frame the discussions. In the brainstorm session, they were guided to first identify obstacles to the implementation of social accountability tools and then come up with practical recommendations to overcome the obstacles.

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

Both the 50-minute discussion session and the ensuing group presentation session were moderated by two moderators, Dr. Md. Mushfiqur Rahman (Joint Secretary, District & Field Admin Branch), and Md. Rahat Anwar (Joint Secretary, Good Governance & Grievance Redress Branch) of Cabinet Division.

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

Analysis

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

The participants put forward approximately 82 recommendations for improving inclusive governance through the use of the GRS and the Citizen's Charter.

In the brainstorming session, a majority of the participants agreed that the **main obstacle to implementing social accountability tools**, such as the GRS and CC, was a lack of awareness of these tools among citizens, or service receivers, in Bangladesh. The participants suggested that organising suitable awareness-raising campaigns and promotional activities would help to get rid of this problem. Other obstacles and issues identified in that regard were:

- There was a lack of proper monitoring of service providers conducted by the authority;
- There was a lack of appropriate mechanisms for collecting feedback from public service receivers;

- Public service providers had traditional attitudes (i.e., a lack of positive and can-do attitudes, and fear of service receivers;
- Service receivers had little ICT related knowledge;
- There were no easy-to-use electronic tracking systems in public service delivery systems;
- There was not a reward and punishment system;
- Public service providers were not committed to the use of the tools;
- There was no monitoring of service providers conducted by service receivers; and
- The distance between service providers and service receivers was long.

The participants suggested that more training, awareness campaigns, and sufficient resources should be offered to public service providers, in order to remove the obstacles above.

The participants identified the main **barriers to implementing the Citizen's Charter** in Bangladesh were:

- Citizens, or service receivers, had poor knowledge of the Citizen's Charter;
- Service providers did not have positive attitudes;
- There was a communication gap between service receivers and service providers; and
- There was not a proper monitoring and feedback mechanism.

To overcome these obstacles, the participants recommended that awareness-building programmes and training programmes should be made compulsory for service providers. In addition, they suggested that:

- Existing monitoring mechanisms should be strengthened using digital devices, so that there would be little scope for public servants to avoid the charter and use discretion; and
- Public participation and public hearing should be made compulsory, so that there would be little chance for service providers to avoid or undermine people's opinions.

Regarding **mechanism to be used for monitoring the implementation of the Citizen's Charter**, the participants suggested the introduction of a client feedback system as the most important step to be taken. Participants also made the following suggestions:

- Online or manual feedback and reporting systems should be introduced;
- Citizen's Charter Committee should become more effective;
- Third-party monitoring should be introduced;
- A link between inspection reports and the Citizen's Charter should be established.

The issue of third-party monitoring was initially questioned by the audience. It was then agreed that, in order to achieve best results, one ministry or department of the government independent of service delivery should take part in monitoring another one that is involved in service delivery.

The participants suggested the following stages to be taken in the **preparation and writing of the Citizen's Charter** to promote public participation in the process:

- Prepare a comprehensive list of services;
- Identify stakeholders/clients and share a draft of the Citizen's Charter with them;
- Collect feedback from other related organisations;
- Finalise the draft;
- Make correction to the draft through holding a public hearing;
- Finalise the Citizen's Charter; and
- After gaining approval from the authority, place the Charter somewhere visible to the public.

To further encourage public participation in the process, awareness building campaigns should be organised and feedback should be collected regularly with the help of call centres and committees, according to the participants.

In answering the question of how one could **measure citizen satisfaction**, participants suggested that response boxes and comment registers should be placed at front offices, and scorecards, citizen's feedback cards should be provided both at front offices and online. Citizen's feedback ought to be collected immediately after the delivery of service. A periodic survey conducted by a third-party may also help the government to measure citizen's satisfaction levels on service delivery.

As for **third-party monitoring/evaluation**, participants unanimously agreed that it would be necessary. They believed that such monitoring/evaluation would be unbiased and that the monitoring results would be trusted by the public; it would as a result help improve service delivery. Similar to above, the proposed monitoring team should include representatives of a ministry/department that is not involved in the delivery – these could potentially be representative of CSOs and the media.

The main **obstacles to the implementation of the GRS** in Bangladesh were identified as the traditional beliefs of both public servant and service recipients. Other obstacles included a lack of awareness of and education about the GRS and a lack of feedback mechanism. To remove these obstacles, the participants suggested that:

- Public servants should adopt a positive attitude;
- Awareness building campaigns should be organised for stakeholders;
- Public participation should be encouraged;
- Complainants should be informed of actions taken; and
- An open-door policy should be adopted.

In identifying the steps to be taken for **ensuring inclusive governance**, the participants emphasised the following:

- Media campaigns to raise public awareness of inclusive governance;
- Regular meetings with parents and students;
- Involvement of local government institutions, CSO, and NGOs;
- Increased women's participation;

- Regular consultations with citizens;
- Effective public hearings and yard meetings;
- Capacity building of service providers as a way to change the mindsets of service providers and receivers;
- Proper monitoring;
- Provision of skilled manpower, equipment, and maintenance.

Some participants had a discussion on the monitoring of the use of the GRS in Bangladesh. They suggested the following measures to be taken:

- Raise public awareness of the GRS mechanism and of how to use it, with the use of electronic, print, and social media;
- Introduce uniform reporting, that is, using the same form for reporting multiple types of incidence;
- Introduce a proper evaluation system;
- Include the GRS in monthly meetings as an agenda item;
- Introduce public hearing and a feedback collecting mechanism; and
- Introduction a reward and punishment system for implementing the GRS.

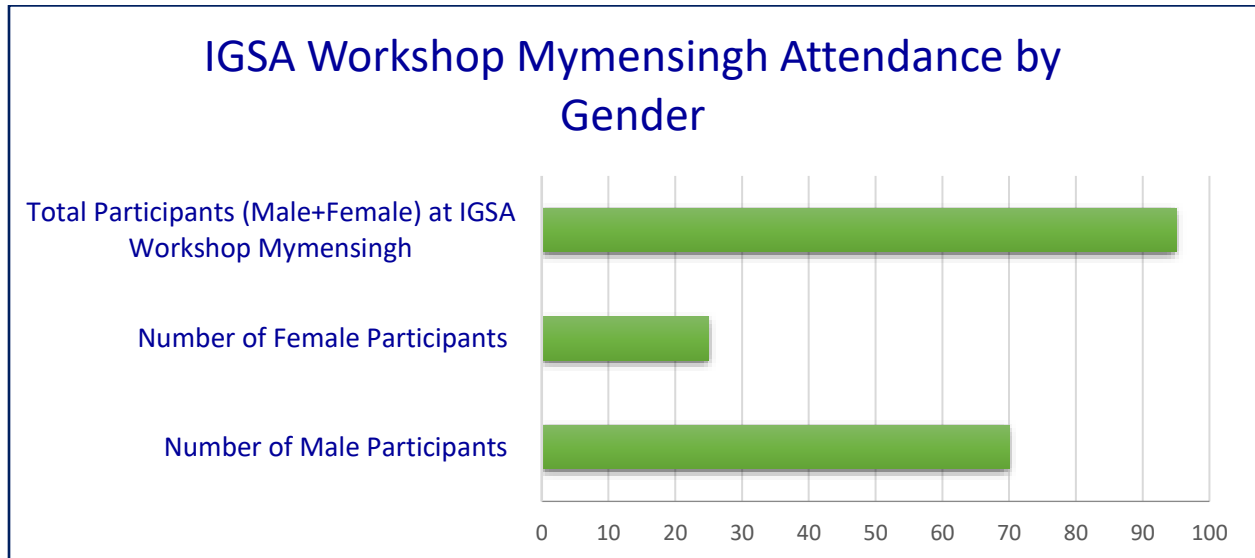
In identifying measures to **promote citizens' participation in the service delivery system through the use of GRS**, most participants agreed that providing protection for complainants was the most important. This was because complainants were at times harassed by public servants and their supporters with a vested interest. Therefore, complainants need protection from harassment. Other suggested measures included:

- Introduce a system for service receivers to rate their satisfaction levels, such as the use of a set of icons to let them rate the services easily;
- Include the GRS in school education;
- Increasing public awareness of the GRS through publicity campaigns;
- Hold public hearings (so that officers could explain failures in delivering services and suggest necessary corrective measures); and
- Allow social actors, such as the print and electronic media, CSOs, and NGOs, to help the public in seeking redress.

To change the administrative culture, the participants said that more motivational activities should be organised for civil servants to change their traditional beliefs. Moreover, a performance-based evaluation system should be introduced to replace ACR, awareness-building programmes should be organised, protection for Grievance Lodgers should be strengthened at the grassroots level, and reward and punishment systems should be introduced and enforced at all levels, according to the participants.

Attendance by Gender

In the working session of the IGSA Workshop Mymensingh, there were in total 95 participants, excluding the 12 facilitators and the two moderators. There were 25 (26.3%) female participants and 70 male participants. session's participants as per their gender, it can be seen that among the participants there were 25 female while the number of male participants was 70 (73.7%).



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

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

Closing Session

In the closing session, **Kazi Zebunnessa Begum**, the Government Engagement and Sustainability Lead of P4D Project & the Additional Secretary to the Government of Bangladesh, thanked all participants for attending the workshop from different districts of Mymensingh Division. She assured all participants that their recommendations would be considered carefully and take further.

“IGSA Workshop, Mymensingh aims to increase the responsiveness of government officials and CSOs and to hold them accountability in providing services. This initiative is considered as a campaign of good public service delivery system adopted by the current government of Bangladesh.”

Kazi Zebunnessa Begum

Government Engagement and Sustainability Lead
P4D Project & Additional Secretary to the
Government of Bangladesh



In conclusion, Mr. Sultan Ahmed, Additional Secretary of Cabinet Division and Project Director of P4D, made a concluding remark by conveying thanks to all participants for their participation and valuable suggestions. The Project Director (PD) expressed his profound gratitude to the Divisional Commissioner Office. He thanked to the representatives of the Cabinet Division, government and non-government departments and agencies, organisations, and training institutes for participating this working session. He also extended thanks to the distinguished representatives of the academia and CSOs for taking part in the event and for their support.



Mr. Sultan Ahmed expressed gratitude to the media representative for attending the session and for bridging this event with the wider audience of Bangladesh. He also expressed his gratefulness to Mymensingh District Administration, P4D Project officers, consultants, and the organisers of this workshop. He said that this event would not be possible without the invaluable efforts and contribution of all parties.

Next Steps

After the IGSA Workshop, Mymensingh, it is agreed by all concerned that the key is in the follow-up programme. In this regard, several practical steps were discussed to build on the work started and maintain progress:

- Sharing the information and experiences generated in the workshop;
- Organise more workshops to:
 - Engage civil servants, government officials, and representatives of CSOs at the divisional and district/field levels;
 - Sensitise these individuals to social accountability policy instruments; and
 - Build their leadership skills and help them gain knowledge of inclusive governance;
- Dissemination the workshop report;
- Evaluating the recommendations and implement as many of them as possible;
- Follow up with Platforms for Dialogue (P4D) Project colleagues to track the progress towards short and long-term goals; and
- Develop a knowledge-sharing network made up of the GRS or CC focal points/representatives/officers who participated in the workshop

Appendix A: Working Session Design and Facilitation

A wide array of moderation mechanisms were applied during the workshop, such as brainstorming session, presentation session, and discussions in plenary. They were adopted to promote interactions in the working session, to allow for a qualitative exchange of information among participants, and to reach a consensus on solid recommendations regarding the implementation of the Citizen's Charter and the Grievance Redress Systems in Bangladesh.

Brainstorming Session:

The participants were divided into 12 groups (6 on the Citizen's Charter and 6 on the Grievance Redress System) in the second session of the workshop. Each group comprised of around 8-10 individuals for brainstorming ideas and making recommendations for the following steps. 12 pre-briefed facilitators joined the groups to promote the discussions. Two moderators were also present to direct the entire working session.

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

Plenary Session:

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



Both brainstorming and group presentation sessions were moderated by **Dr. Md. Mushfiqur Rahman** (Joint Secretary, District & Field Admin Branch) and **Md. Rahat Anwar** (Joint Secretary, Good Governance & Grievance Redress Branch) of Cabinet Division. The moderators

played a key role in making the sessions interactive and participatory. They guided the facilitators, monitored the group discussion session, and summed up the findings of the group presentation session.

Facilitation Techniques:

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

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



A wide range of facilitation methodologies were utilized in order to make sure all the participants get the whole concepts and they can come up with concrete suggestions.

List of facilitators:

SL	Name	Designation	Office
1.	Mr. Md. Shahidul Islam Chowdhury	Deputy Secretary, Cabinet Division	Cabinet Division
2.	Dr. Ashraful Alam	Deputy Secretary, Cabinet Decisions Implementation Monitoring Branch	Cabinet Division
3.	Mr. H. M. Nurul Islam	Deputy Secretary & PS to Cabinet Secretary (Deputy Secretary) & DPD P4D	Cabinet Division
4.	Md. Mokhlesur Rahman	Deputy Secretary, Good Governance Branch (Additional Charge) & APD, P4D	Cabinet Division
5.	Mr. Md. Jahedur Rahman	DDLG	Narayangonj
6.	Mr. Mohammad Wahiduzzaman Khan	System Analyst, ICT Cell, Cabinet Division	Cabinet Division
7.	Mr. AKM Galib Khan	Deputy Director, Local Govt.	DC Office, Mymensingh
8.	Mr. Md. Jahangir Alam	ADC General, DC Office,	Mymensingh
9.	Mohammad Sher Mahbub Murad	ADC, Revenue	DC Office, Mymensingh
10.	Md. Zillur Rahman	PS to Sr. Secretary	ICT Division
11.	Md. Mushfiqur Rahman	PS (Senior Asst. Secretary) to Secretary, Coordination & Reforms,	Cabinet Division
12.	Mohammed Mizanur Rahman	Deputy Secretary, Common Services Branch	Cabinet Division

Workshop Presenters:

N M Zeaul Alam

Mr. N M Zeaul Alam is the current Secretary at ICT Division, Government of the People's Republic of Bangladesh. He is the immediate past Secretary of Coordination & Reforms (CR) of the Cabinet Division. Prior to that, he was the Director General of the Department of Immigration and Passport. He obtained BSc (Hons) and M.Sc. in Botany from the University of Chittagong after that he obtained another Masters from the University of BRAC on Governance and Development.

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

“A key objective of this presentation is to build leadership and inclusive governance skills of the participants and sensitise them to social accountability policy instruments.”

N M Zeaul Alam
Keynote Presenter



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

Arsen Stepanyan

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

“Platforms for Dialogue aims to promote effective collaboration between the Government of Bangladesh and the people of this country

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



Appendix B: Participant Grouping

For the IGSA Workshop, Rangpur, the participants were selected from:

- Divisional heads of government departments/Focal Points of Mymensingh Division;
- Development Partners;
- Representatives of the academia;
- Representatives of the print and electronic media from the same locality; and
- Representatives of civil society organisations (CSOs), autonomous bodies, training institutions, Local Government Institutes (LGIs).

There were in total 12 groups formed for the brainstorming session. 6 groups worked on topics related to the GRS and 6 on those related to the CC

Grievance Redress System Groups

Group 1

SL	Designation & Organisation
Question 1 (IG)	What steps should be taken by the government (Please identify at least 5) for ensuring inclusive governance in Bangladesh?
Facilitator Name	Md. Mokhlesur Rahman, Deputy Secretary, Grievance Redress Branch, Cabinet Division
Participant Name	
1.	Mohammad Anamul Haque, DC, Jamalpur
2.	Md. Mijanur Rahman, UNO Islampur, Jamalpur
3.	Subarna Sarkar, UNO, Muktagacha, Mymensingh
4.	Md. Shohidur Rahman, DD, Fire Service And Civil Defense, Mymensingh
5.	Md. Anisur Rahman, DD, Range office of the Ansar & Village Defense force, Mymensingh.
6.	Syed Khurshid Anwar, Regional Election Officer, Mymensingh
7.	Abdul Malek, Deputy Post Master General, Bangladesh Post Office, Mymensingh
8.	Shimu Begum, Executive Member, Sharif Ekados Krira O Sangkritic Club
9.	Rina Hira, Chairperson, Mohila Adhikar Mission-MAM
10.	Md.Mahfuzul Haque Khan, Executive Secretary, Mitali Samaz Kallan Club

Group 2

SL	Designation & Organisation
Question 2 (GRS)	What are the main obstacles (Identify at least 5) of implementation of Grievance Redress System in Bangladesh for ensuring inclusive governance? Please suggest steps to overcome the obstacles.

Facilitator Name	Mr. Md. Shahidul Islam Chowdhury, Deputy Secretary, Cabinet Division
Participant Name	
1.	Sharmin Sultana, UNO, Tarakanda, Mymensingh
2.	Md. Abul Monsur, AC Land, Ghoforgaon, Mymensingh
3.	Md. Abdul Majid, Deputy Director, Department of Fisheries, Mymensingh
4.	Md. Anower Hossain, DD, Dept. of Primary Edu. Mymensingh
5.	Sarose Hubert Gregory, Accountability Coordinator, World Vision BD, GMR
6.	Md. Kamrul Ahsan, Deputy Director, ACC, Mymensingh
7.	Mr. Linkon, Member, Meghborson Samaj Kallayan Sangasta
8.	Farjana Akter, Joint Secretary, Agradut Mohila Unnayan Samity

Group 3

SL	Designation & Organisation
Question 3 (GRS)	In your opinion, what are the appropriate tools for monitoring implementation of Grievance Redress System in Bangladesh? Please illustrate the process.
Facilitator Name	Mohammad Wahiduzzaman Khan, System Analyst, ICT Cell, Cabinet Division
Participant Name	
1.	Mohammad Abdur Rahim Sujon, UNO, Nandail, Mymensingh
2.	Alauddin Al Azad, Joint Director, Dept. Statistics Office, Mymensingh
3.	Toufique Ahmed Khan, ADD, Department of Agricultural Extension, Mymensingh
4.	Md. Nurul Islam, Director, HSTTI
5.	Md. Salahuddin, AD, Govt. Public Library, Mymensingh
6.	Azadul Islam, JD, Dept. Statistics Office
7.	Khadiza Akter, Dist. Coordinator, National Women Association, Mymensingh
8.	Aklema Akter, Executive Member, Mitali Samaz Kallan Club, Netrokona
9.	Mazharul Islam Manik, Executive Member, Sharif Ekados Krira O Sangkritic Club, Netrokona

Group 4

SL	Designation & Organisation
Question 4 (AT)	Identify the obstacles of (effective) implementation of accountability tools in current administrative culture in Bangladesh. Please suggest some measures to overcome the obstacles.
Facilitator Name	Mohammed Jahedur Rahman, DD LG, Narayangonj
Participant Name	
1.	Md. Abdullah Al Zakir, UNO, Trishal, Mymensingh

2.	Tamalika Chakrabarty, DAO, Mymensingh
3.	Abdul Bari, District Sports Officer, Mymensingh
4.	Mohammad Hossain, DRRO, Mymensingh
5.	Abdul Haque Manik, President, Meghborson Samaj Kallayan Sangasta
6.	Md. Shafiqul Islam, CRC Chair, Jamalpur

Group 5

SL	Designation & Organisation
Question 5 (GRS)	How we can ensure citizen's participation in service delivery system through Grievance Redress System?
Facilitator Name	Dr. Ashraful Alam, Deputy Secretary, Cabinet Division
Participant Name	
1.	Rafiquzzaman, UNO, Dhobaura, Mymensingh
2.	Md. Abdur Rouf, Dist. Fishery Officer, Mymensingh
3.	Abdul Quadir, Dist. Livestock Officer, Mymensingh
4.	Rawshan Ara Khan, Inspector of School, Dept. of Secondary & Higher Secondary Education, Mymensingh
5.	Md. Emdadul Haque, AD, Dist. Primary Education Office (ADPEO), Mymensingh
6.	Md. Rafiqul Islam, Dist. Education Officer, Mymensingh
7.	Hafizur Rahman, Executive Member, Mohila Adhikar Mission-MAM, Netrokona
8.	Nur jahan, Member, Isha khan Samaj Kallayan Samity, Kishoregonj

GRS Group 6

SL	Designation & Organisation
Question 6 (GRS)	In your opinion, what are the appropriate measures (at least 5) to raise awareness among citizens about Grievance Redress System and other social accountability tools in Bangladesh?
Facilitator Name	Mr. AKM Galib Khan, Deputy Director, Local Govt., DC Office, Mymensingh
Participant Name	
1.	Md. Rezaul Karim, UNO, Haluaghat, Mymensingh
2.	Mahfuza Sultana, UNO, Atpara, Netrokona
3.	Farzana Pervin, DD, Department of Youth Development, Mymensingh
4.	Farhana Milky, District Representative of BRAC, Mymensingh

5.	Syeda Selima Azad, Member, Chamber of Commerce & Industries, Mymensingh	
6.	Md. Shamsul Islam, DD, Social Service Department, Mymensingh	

Citizen's Charter Groups

Group 1

SL	Designation & Organisation	
Question 1 (CC)	What are the main obstacles (Identify at least 5) of implementation of Citizen's Charter in Bangladesh for ensuring inclusive governance? Please suggest steps to overcome the obstacles?	
Facilitator Name	Mr. Md. Jahangir Alam, ADC General, DC Office, Mymensingh	
Participant Name		
1.	Dr. Bikorna Kumar Ghas, Joint Secretary, ICT Department	
2.	Representative, DD LG, Netrokona	
3.	Mohammad Alauddin, DC Food, Mymensingh	
4.	Farhana Karim, UNO, Gouripur, Mymensingh	
5.	Rajib Chandra Ghas, DIG, Department of Labor, Mymensingh	
6.	Nur Alam, DD, DOE, Mymensingh	
7.	Khandkar Mahmud, CEO, Zila Porishad, Jamalpur	
8.	Shoshangko Ritchil, Project Coordinator, Karitus Bangladesh	
9.	Md. Fallur Rahman, Director, Gramaus, Mymensingh	

Group 2

SL	Designation & Organisation	
Question 2 (CC)	In your opinion, what are the appropriate tools for monitoring implementation of Citizen's Charter in Bangladesh?	
Facilitator Name	Mohammad Sher Mahbub Murad, ADC Revenue, DC Office, Mymensingh	
Participant Name		
1.	UNO, Mothergonj, Jamalpur	
2.	Samiul Hoque, Exen, DPHE, Mymensingh	
3.	Zahidul Islam, DD, BRDB, Mymensingh	
4.	Md. Mohibul Islam, Exen, PWD, Mymensingh	
5.	AKM Ruhul Amin, Divisional Forest Officer, DOF, Mymensingh	
6.	Sarker Lutful Kabir, Dist. Register, Mymensingh	
7.	Md. Zahid Hossain, District Commandant, Ansar & VDP, DCA, Mymensingh	
8.	Jahangir Kabir, CRC Chair, Kishoregonj	

Group 3

SL	Designation & Organisation
Question 3 (CC)	How we can ensure people's participation in preparation and implementation of Citizen's charter? Please describe the process?
Facilitator Name	Mr. Md. Zillur Rahman, PS to Sr. Secretary, ICT Division
Participant Name	
1.	Md. Makbul Hossain, GM REB, Palli Bidyud-1
2.	Nasreen Begum, Manager, IED, Mymensingh
3.	Monowarul Islam Salim, Coordinator, SUS, Mymensingh
4.	Mir Mostaque Ahamed, Regional Coordinator-Mymensingh, British Council, Jamalpur
5.	Mir Ashraf Uddin, Executive Member, Ishakha Samaj Kallayan Samity, Kishoreganj
6.	Md. Rakibul Islam Talukder, Superintendent, PTI, Mymensingh
7.	Mitali Talukder, DGM (In-Charge), BSCIC, Mymensingh

Group 4

SL	Designation & Organisation
Question 4 (CC)	How we can measure citizen's satisfaction/feedback in service delivery system?
Facilitator Name	H. M. Nurul Islam, PS to Cabinet Secretary (Deputy Secretary), Cabinet Division
Participant Name	
1.	Shikha Rani Das, CSO Member, Jamalpur
2.	Mashuda Akter, UNO, Netrokona Sadr, Netrokona
3.	Md. Ashraful Alam, Project Officer, Development Wheel
4.	Abdul Kader Chowdhury, Joint Secretary, Divisional Press Club, Mymensingh
5.	Selina Sultana, District Facilitator, Jamalpur, The British Council
6.	Abdullah Al Noman, CSO Vice President, Jamalpur
7.	Tamanna Rahman Jyoti, Assistant Commissioner, DC Office, Mymensingh

Group 5

SL	Designation & Organisation
Question 5 (CC)	Please identify and list at least five (5) reasons for low awareness about Citizen's Charter in Bangladesh? What steps can be taken to raise awareness?
Facilitator Name	Mohammed Mizanur Rahman, DS, Common Services Branch, Cabinet Division
Participant Name	
1.	ATM Ziaul Islam, Deputy Director, Local Government, Sherpur
2.	Zebun Nahar Shamme, UNO, Barhatta, Netrokona

3.	Umme Kulsum, UNO, Purbadhala Upazila, Netrokona
4.	Ms. Siniara, Member, H. R Khan Sriti Songgho
5.	Ranju Mia, Chair, Unique Welfare Organisation, Jamalpur
6.	Mst. Moliha Khanom, Assistant Commissioner, DC Office, Mymensingh
7.	Md. Nazmul Islam Ferdous, Chair, Emdad Al Amin Torun Songghothon, Jamalpur
8.	Syed Arifuzzaman, CRC Chair, Netrokona

Group 6

SL	Designation & Organisation
Question 6 (CC)	Do you think third party monitoring/ evaluation is necessary for ensuring accountability in service delivery system in Bangladesh? Please identify five reasons for your opinion.
Facilitator Name	Md. Mushfiqur Rahman, PS (Senior Assistant Secretary) to Secretary, Coordination & Reforms, Cabinet Division
Participant Name	
1.	Shyful Islam, UNO, Fulpur, Mymensingh
2.	Mir Muhammed Kabir Uddin, DD LG, LGD, Jamalpur
3.	Shihab Uddin Ahmad, UNO, Sarisa Bari, Jamalpur
4.	Tamim Al Yiameen, UNO, Melandoh, Jamalpur
5.	Md. Hasanuzzaman, Statistical Officer, Department of Statistics, Mymensingh
6.	Ms. Afroza Aktek Papri, Member, Unique Welfare Organisation, Jamalpur
7.	Md. Nure Alom, District Facilitator, British Council, Kishoreganj



Appendix C: Invitation Card and Programme Schedule

Invitation card

Dear Sir/ Madam,

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

The workshop will take place on Thursday, 3rd October, 2019 at 09:00am at Silver Castle Hotel, Mymensingh.

Mr. Sheikh Mujibur Rahman, Secretary, Coordination and Reforms (C&R), Cabinet Division Government of the People's Republic of Bangladesh **has kindly consented to grace the occasion as Chief Guest.** Mr. Khondaker Mostafizur Rahman, Commissioner, Mymensingh Division will remain present as Special Guest.

Mr. N M Zeaul Alam, Sr. Secretary, ICT Division, Government of the People's Republic of Bangladesh will present the Keynote Speech.

Your kind presence will inspire us all.

Sultan Ahmed

Additional Secretary, Cabinet Division,

&

Project Director, P4D Project

RSVP

Cabinet Division- 01552-310903

Platforms for Dialogue-01688066146

*Commissioner's Office, Mymensingh-
01733339011*

Programme schedule

Inaugural Session		
Time	Session	Remarks
09.00-10.00	Registration & Refreshments	
10.00-10.10 am	Opening Remarks by	Mr. Sultan Ahmed Additional Secretary, Cabinet Division, & Project Director, P4D Project,
10.11-10.20 am	Presentation on Project	Mr. Arsen Stepanyan Team Leader, P4D Project
10.21 -10.35 am	Speeches by Special Guests	1.Mr. Khondaker Mostafizur Rahman, ndc Commissioner, Mymensingh Division 2.Mr. Sheikh Mujibur Rahman, Secretary, Coordination and Reforms (C&R), Cabinet Division
10.36-10.50am	Address of the Chief Guest	Mr. N M Zeaul Alam Sr. Secretary, ICT Division, Government of the People's Republic of Bangladesh
10.51-11.00am	Vote of thanks	Mr. Md. Mizanur Rahman Deputy Commissioner, Mymensingh
11:01am	Break for working session and snacks	

Working Session		
Time	Session	Remark
11:30-12:01 am	Keynote Presentation	Mr. N M Ziaul Alam Sr. Secretary, ICT Division and former Secretary (Coordination & Reforms), Cabinet Division
12:01-12:30 pm	Open Discussion / Question-Answer	Moderated by the Keynote Speaker
12:30-01.30 pm	Syndicate Work/ Group Exercise	Moderators: 1. Dr. Md. Mushfiquur Rahman, Joint Secretary, Cabinet Division 2.Mr. Md. Ashraf Hossain, Joint Secretary, Cabinet Division & a Group of Facilitators
01:30 – 02:15	Lunch & Prayer Break	
02:15 - 03.15 pm	Group Presentation	Maximum 5 minutes for each group (single or joint)
03:15-03:35 pm	Presentation of Summary of Findings by Moderators	1. Dr. Md. Mushfiquur Rahman, Joint Secretary, Cabinet Division 2.Mr. Md. Ashraf Hossain, Joint Secretary, Cabinet Division
03:35-04:00	Closing Remarks	Mr. Sultan Ahmed Additional Secretary, Cabinet Division & Project Director, P4D Project

Appendix D: List of Participants

SL	Name	Designation & Organisation	Contact Number & Address	Email
Chief Guest & Keynote Presenter				
1	Mr. N M Zeaul Alam	Sr. Secretary, ICT Division	Information and Communication Technology Division +88-01708501313 +88-02-8181547	secretary@ictd.gov.bd
Special Guests				
2	Sheikh Mujibur Rahman, ndc	Secretary, Coordination & Reform (C&R), Cabinet Division	Phone (Office): 9513433 Phone (Res): 41030678 Cell# 01711005466	secy_cnr@cabinet.gov.bd
3	Mr. Khandokar Mostafizur Rahman, ndc	Divisional Commissioner, Mymensingh	Divisional Commissioner Office, Mymensingh	divcommymensingh@mopa.gov.bd
Chairperson				
4	Mr. Sultan Ahmed	Project Director, P4D Project, & Additional Secretary Reforms Wing	Cabinet Division, 9513301(Office) 9674889 (Res.) 01818615128 (Cell Phone)	addl_reforms@cabinet.gov.bd
Moderators				
5	Dr. Md. Mushfiquur Rahman (CC)	Joint Secretary District & Field Admin Branch, CD	Cabinet Division Phone (Office)9514426 Res: 55093776 Mobile01711972330	js_dfa@cabinet.gov.bd
6	Md. Nazmul Huda Siddiqui	Joint Secretary Project and Research Branch	Phone (Office) 41050126 Cabinet Division Mobile: 01720690618	js_pr@cabinet.gov.bd

Focal Points from Other Districts in Mymensingh Division (Netrokona, Jamalpur, Sherpur)				
SL No.	Name	Designation	Organisation	Contact
1	Zia Ahmed Sumon	Deputy Director, LG	LGD, Netrokona	১১৪৮৩ ০১৩১৮৬০৩৫৭৬ ddlgnetrokona@yahoo.com
2	Moinul Islam	Deputy Commissioner (DC)	NetroKona	১১৫১১ ০১৭১৫-১২৩১২৮ ০১৭৯৩-৭৬২১০১ dcnetrokona@mopa.gov.bd
3	Mohammad Khalid Hossain	ADC General, DC Office	Netrokona	61335 ০১৭৯৩-৭৬২১০৩ md_kh_hossain@yahoo.com
4	Sabiha Sultana	ADM, DC Office	Netrokona	১১৩৭৪ ০১৭৯৩-৭৬২১০৫
5	Mohammad Anamul Haque	Deputy Commissioner (DC)	DC Office, Jamalpur	০১৭১৩০৬১১০০ dcjamalpur@mopa.gov.bd
6	Mohammad Kabir Uddin	DD, LG	LGD, Jamalpur	০১৭০৯-৯৭০০০২ ddljamalpur22@gmail.com
7	Rajib Kumar Sarkar	ADC General	DC Office, Jamalpur	০১৭০৯-৯৭০০০৪ susraj_irl@yahoo.com
8	Anar Koli Mahbub	Deputy Commissioner (DC)	Sherpur	01711594901 01713651300 dcsherpur@mopa.gov.bd
9	ATM Ziaul Islam	Deputy Director, Local Government	Sherpur	01713651301 ziaatm15307@gmail.com
10	John Kennedy Jambil	ADC (General)	DC office, Sherpur	01713651302 adcrsherpur@gmail.com
11	Syed A Z Morshed Ali	Additional District Magistrate (ADM)	Sherpur	01713651304
12	Sheikh Md. Balayet Hossain	ADC (General)	DC Office, Mymensingh	01733-373301 adcgmymensingh@mopa.gov.bd
13	Md. Sher Md. Mahbub Murad	ADC (Revenue)	DC Office, Mymensingh	01733-373302 adcrmymensingh@mopa.gov.bd

14	Samar Kanti Basak	ADM	DC Office, Mymensingh	01733-373303 admmymensingh@ mopa.gov.bd
15	Md. Zahangir Alam	ADC (Education & ICT)	DC Office, Mymensingh	01733-373304 adcictmymensingh@ mopa.gov.bd
16	Tamanna Rahman Jyoti	Assistant Commissioner	DC Office, Mymensingh	
17	Mst. Moliha Khanom	Assistant Commissioner	DC Office, Mymensingh	01715597078
18	Mst. Sumona Al Mojid	UNO	Netrokona Sadar, Netrokona	০৯৫১৬১৫৭৬ ০১৭৯৬-৭৬২১০৬ unontksadar@yahoo.com
19	Masuda Akter	UNO	Atpara, Netrokona	০৯৫২২৭৪০০১ ০১৭৯৬-৭৬২১১২ unoatpara@mopa.gov.bd
20	Farida Yesmin	UNO	Barhatta, Netrokona	০৯৫২৩৫৬০০১ ০১৭৯৬-৭৬২১০৭ unobarhatta@yahoo.com
21	Umme Kulsum	UNO	Purbadhala Upazila, Netrokona	০৯৫৩২৫৬০০১ ০১৭৯৬-৭৬২১০৮ unopurbodhala@yahoo.com
22	Forida Yesmin	UNO	Jamalpur Sadra, Jamapur	০১৭০৯৯৭০০৫০ unojamalpur@mopa.gov.bd
23	Sejuti Darr	UNO	Sribordi, Sherpur	01782892655 01713651326 unosreebardi@mopa.gov.bd
24	Saiful Islam	UNO	Sarisa Bari, Jamalpur	০১৭০৯৯৭০২০০ unosarishabari1@gmail.com
25	Dewan Tajul Islam	UNO	Bokshigonj, Jamalpur	০১৭০৯৯৭০১১৪ unobakshiganj@ mopa.gov.bd
26	Tamim Al Yamin	UNO	Melandoh, Jamalpur	০১৭০৯৯৭০১৭০ unomelandah@gmail.com
27	Md. Mijanur Rahman	UNO	Islampur, Jamalpur	০১৭০৯৯৭০২৬৬ unoislampur@mopa.gov.bd
28	Mohammad Golam Mostafa	UNO	Dewangonj, Jamalpur	০১৭০৯৯৭০২৩০ unodewanganj@gmail.com
29	Aminul Islam	UNO	Mothergonj, Jamalpur	০১৭০৯৯৭০৩১৮ unomadarganj@ mopa.gov.bd

30	Md. Babar Ali Mir	CEO	Netrokona Zilla Porishod	
31	Khondokar Md. Abdulla Al Mahmud	CEO	Jamalpur Zilla Porishod	
32	Ershad Hossain	CEO	Sherpur Zilla Porishod	

Sl No	Name	Designation	Office name	Mobile	E-mail
1.	Md. Mizanur Rahman	Deputy Commissioner (DC)	DC Office Mymensingh District	01733373300	Mizan4empathybd@gmail.com
2.	Banani Bishwas	Chief executive officer	Zilla Porishod, Mymensingh	01776497228	ceozpmym@gmail.com
3.	Shah mohammad abid Hossain	Superintendent of Police Mymensingh	SP office, Mymensingh	01713373422	spmymensingh@police.gov.bd
4.	A.K.M Galiv Khan	Deputy Director, Local Govt.	DC Office, Mymensingh	01733373305	ddlgmymensingh@yahoo.com
5.	Dr. AKM Abdur Rouf	Civil Surgeon Mymensingh	Civil Surgeon Office, Mymensingh	01711116824	mymensingh@cs.dghs.gov.bd
6.	Md. Abdul Halim	Secretary	City corporation Mymensingh	01711020030	mayor.mymensingh@gmail.com
7.	MD. Bodrul Alam Khan	Executive Eng. Dept. of public works	Dept. of public works, Mymensingh	01711246408	ee_mymen@pwd.gov.bd
8.	Md. Waheduzzaman	Executive Eng. Dept. of R&H	R&H, Mymensingh	01730782618	iqbalrhdmyym@gmail.com
9.	AKM Ismot Kibria	Executive Eng. LGED	LGED, Mymensingh	01708123217	xen.mymensingh@lged.gov.bd

10.	Md. Yusuf Ali	Executive Eng. Education Engineering Department,	Education Engineering Department,	01711621162	yusufeed97@gmail.com
11.	Md. Samiul Haque	DPHE	DPHE, Mymensingh	01712687428	sarwar@dphe.gov.bd
12.	MD. Johirul Islam	Executive Eng. WDB	WDB, Mymensingh	01786646693	xen.mymensingh@bwdb.gov.bd
13.	Eng. Md. Anowarul Islam	Executive Eng.	Sales & distribution Dept.01, North PDB Mymensingh	01755581368	xen.north.mymn@gmail.com
14.	Eng. Indrajit Debnath	Executive Eng.	Executive Eng. Sales & distribution Dept.02, South PDB Mymensingh	01755581371	xen.south.pdb.mymn@gmail.com
15.	Roni Saha	Executive Eng. BADC (Irrigation)	BADC Mymensingh	01711203451	xen.mi.mymensingh@gmail.com
16.	MD. Mokbul Hossain	G.M, REB	REB Mymensingh	01769400051	gmpbs1@gmail.com
17.	Subarna Sarkar	UNO	Muktagacha, Mymensingh	01733373328	unomuktagacha@mopa.gov.bd
18.	Sarmin Sultana	UNO	Tarakanda, Mymensingh	01733373350	unotarakanda@mopa.gov.bd
19.	Kazi Mahbub ur Rahman	UNO	Ghoforgaon, Mymensingh	01733373338	unogaffargaon@mopa.gov.bd
20.	Md. Abdur Rahim Sujon	UNO	Nandail, Mymensingh	01733373346	unonandail@mopa.gov.bd
21.	Sheikh Hafizul Rahman	UNO	Mymensingh Sadar	01733373326	unomymensingh@mopa.gov.bd
22.	Masud Kamal	UNO	Valuka, Mymensingh	01733338903	unobhaluka@mopa.gov.bd

23.	Farhana Karim	UNO	Gouripur, Mymensingh	017333733 48	unogouripur@mopa.gov.bd
24.	MD. Abdullah Al Jakir	UNO	Trishal, Mymensingh	017333733 32	unotrishal@mopa.gov.bd
25.	Ummeh Rumana Tua	UNO	Ishwarganj, Mymensingh	017333733 36	unoiswarganj@mopa.gov.bd
26.	Rezaul Karim	UNO	Haluaghat, Mymensingh	017333733 42	unohaluaghat@mopa.gov.bd
27.	Rafikuzzama n	UNO	Dhobaura, Mymensingh	017333733 44	unodhobaura@mopa.gov.bd
28.	Md. Rofikul Islam	Dist. Education Officer	Dist. Education Office Mymensingh	017143006 13	deomymen@yahoo.com
29.	MD, Emdadul Haque	Dist. Primary Education Officer.	Dist. Primary Education Office, Mymensingh	017339118 43	dpemymen@gmail.com
30.	MD. Addur Rouf	Dist. Fishery Officer	Dist. Fishery Office, Mymensingh	017111188 51	abdur282rouf@gmail.com
31.	Md. Abdur Kader	Dist. Livestock Officer	Dist. Livestock Office, Mymensingh	017187954 05	abdullahadu63@yahoo.com
32.	Abu. Nur Md. Anisul Islam	DD, Dept. of Secondary & Higher Secondary Education	Dept. of Secondary & Higher Secondary Education, Mymensingh	017157176 25	ddmymensingh@yahoo.com
33.	MD. Majharul Mannan	Director, Islamic Foundation	Islamic Foundation, Mymensingh	019442006 41	mymensinghif@gmail.com
34.	Asadul Haque Parvez	DD, NSI	NSI, Mymensingh	017181476 39	asadulhaqueparvez@gmail.com
35.	Abu Abdullah Md. waliullah	DD, Social Service Department,	Social Service Department, Mymensingh	017084141 42	ddmymensingh@dss.gov.bd
36.	MD. Jahidul Islam	DD, BRDB	BRDB,	017126416 61	jabirmamun69@gmail.com

			Mymensingh		
37.	MD. Jahaid Hossain Mollah	DD, DNC	Department of Narcotics Control , Mymensingh	01708904138	dddnemymen@gmail.com
38.	Farjana Parvin	DD, Department of Youth Development	Department of Youth Development, Mymensingh	01711235466	nuruzzamanshreya@gmail.com
39.	Md. Aiyoub Ullah	DD, BADC (seeds)	BADC, (seeds), Mymensingh	01711458859	bdsp_badcmym@yahoo.com
40.	Abu Taha Md. Anamur Rahman	DD, Department of Family Planning	Department of Family Planning, Mymensingh	01712948971	ddfpmym@gmail.com
41.	Md. Mehedi Hasan	DD, Regional Passport Office	Regional Passport Office, Mymensingh	01733393334	rpomymensingh@passport.gov.bd
42.	Md. Hasanuzamman	DD, Department of Statics	Department of Statics, Mymensingh	01760295956	dsomym@gmail.com
43.	Md. Shahidujamman	DD, Department of Labour	Department of Labour, Mymensingh	01611227152	rlo.mymensingh.bd@gmail.com
44.	Md. Nur Alam	DD, DOE	DOE, Mymensingh	01718150275	mymensingh@doe.gov.bd
45.	Md. Jahangir Alam	District Food Controller, DCF	District Food Controller Office, Mymensingh	01712551691	dcf.myn@dgfood.gov.bd
46.	Md. Jahid Hossain	District Commandant Ansar & VDP, DCA	District Commandant Ansar & VDP DCA, Mymensingh	01730038069	dcamymensingh94@gmail.com
47.	Sarkar Lutfur Kader	Dist. Register	Dist. Register, Mymensingh	01759333666	dr.mymensingh16@gmail.com

48.	Md. Abdul Wahed	Dist. Co-operative Officer. (additional Charge)	Dist. Co-operative Office, Mymensingh	01712260081	dcomymensingh15@gmail.com
49.	Dilkhus Jahan	DD, Dist. Women Affairs	Dist. Women Affairs, Mymensingh	01739978999	dwa.mymensingh@gmail.com
50.	Mohammad Hossain	DRRO	DRRO, Mymensingh	01711391786	drromymensingh@gmail.com
51.	Md. Abdul Bari	Dist. Sports Officer	Dist. Sports Office, Mymensingh	01812047607	mymensingh@ds.gov.bd
52.	Md. Arzu Parvaz	Dist. cultural Officer, Shilpakola Academy	Shilpokola Academy, Mymensingh	01712524283	hiramanik865@gmail.com
53.	Razib Chandra Ghoush	DIG, Department of Inspection for Factories and Establishments	Department of Inspection for Factories and Establishments, Mymensingh.	01724824846	dig.mymensingh1@gmail.com
54.	Tomalika Chakraborty	Disabled Affairs Officer	Disabled Affairs Office, Mymensingh	01921303057	mymensinghsadarpsosk@gmail.com
55.	Md Salahuddin	Librarian, Govt. Public Library	Govt. Public Library, Mymensingh	01552435643	gplmymensingh@gmail.com
56.	Md. Mizanur Rahman	Dist. Liazo Officer, Bangladesh Handloom Board	Bangladesh Handloom Board, Mymensingh	01999942180	
57.	Md. Ferdous	Dist. Coordinator, National Women Association	National Women Association, Mymensingh	01731928584	dwa.mymensingh@gmail.com
58.	Mitali Talukdar	DGM, BSCIC	BSCIC, Mymensingh	01730600675	iscmymn@gmail.com
59.	A K M Ruhul Amin	Div. Forest Officer	Div. Forest Office, Mymensingh	01999000750	

60.	Md. Abudul Mazed	DD, Department of Agricultural Extension, DAE	Department of Agricultural Extension DAE, Mymensingh	019138751 29	ddaemymensingh@gmail.com
61.	Md. Nazmul Alam	Director, Higher Secondary Teacher's Training Institute, HSTTI	Higher Secondary Teacher's Training Institute HSTTI	017169121 12	mymensinghhstti@gmail.com

S L	Name of district	Name of Participants	Designation	Name of Organisation	Email ID	Mobile phone#
1	Jamalpur	Mir Mostaque Ahamed	Regional Coordinator- Mymensingh	British Council	Mostaque.Ahmed@bd. britishcouncil.org	01715- 046058
2	Jamalpur	Selina Sultana	District Facilitator	British Council	selina2012sultana@gmail.com	01712- 483461
3	Jamalpur	Abdullha Al Noman	Vice President	H. R Khan Sriti Songgho	nomannoman8811@gmail.com	01753- 786303
4	Jamalpur	Shafiunnahar	Member	H. R Khan Sriti Songgho		01790- 570916
5	Jamalpur	Ronju Miya	President	Unique Welfare Organisation	uwo2003@gmail.com	01719- 558262
6	Jamalpur	Afruz Aktik	Member	Unique Welfare Organisation		01612- 926965
7	Jamalpur	Nazmul Islam	President	Emdad Al Amin Torun Songghothon	torunsongghothon@gmail.com	01715- 281256

8	Jamalpur	Shikha Rani Das	Member	Emdad Al Amin Torun Songghothon		01794-417525
9	Kishoreganj	Md. Nure Alam	District Facilitator	British Council	nalamcare7711@gmail.com	01721-076441
10	Kishoreganj	Mir Ashraf Uddin	Executive Member	Isha khan Samaj Kallayan Samity	mirashrafuddin1969@gmail.com	01718-795974
11	Kishoreganj	Farzan Akter	Member	Isha khan Samaj Kallayan Samity		01763-018833
12	Kishoreganj	Aminul Huq Manik	President	Meghborson Samaj Kallayan Sangasta	meghborson847@gmail.com	01713-285946
13	Kishoreganj	Bithi Akter	Member	Meghborson Samaj Kallayan Sangasta		01629-042161
14	Kishoreganj	Chandra Rani Sarkar	President	Agradut Mohila Unnayan Samity	cdsarkar70@gmail.com	01980-674179
15	Kishoreganj	Ritu Akter	Joint Secretary	Agradut Mohila Unnayan Samity		01781-926311
16	Netrakona	Md Shafiquzzaman	District Facilitator	British Council	shafiquzamman69@gmail.com	01719-751209
17	Netrakona	Md.Mahfuzul Haque Khan	Executive Secretary	Mitali Samaz Kallan Club		01734-115198
18	Netrakona	Akhlima Khatun	Executive Member	Mitali Samaz Kallan Club		01992-915422
19	Netrakona	Rina Hira	Chairperson	Mohila Adhikar Mission-MAM	rinahiradhaka14@gmail.com	01621-718311
20	Netrakona	Hafizur Rahman Nazrul	Executive Member	Mohila Adhikar Mission-MAM	mamnet09@gmail.com	01711-039739

21	Netrakona	Mazharul Islam Manik	Executive Member	Sharif Ekados Krira O Sangkritic Club	mazharulmanik1974@gmail.com	01717-962454
22	Netrakona	Shimu Begum	Executive Member	Sharif Ekados Krira O Sangkritic Club		01786-377989
23	Jamalpur	Md. Shafiqul Islam	CRC Chair		shafiqulshafiqulshovo@gmail.com	01856 433 236
24	Kishoreganj	Jahangir Kabir	CRC Chair		jahangirkabir064@gmail.com	01856 433 236
25	Netrakona	Sayed Arifuzzaman	CRC Chair		arbanbangla@yahoo.com	01711 709 572

Representatives from Training Institute Public & Private University/College				
S L	Name	Designation	Organisation	Email
1.	Professor Dr. Mohammad Anwar Hossain	Principle	Mymenshing Medical Collage	mmc@ac.dghs.gov.bd
2.	Brig. Gen. Md. Nasir Uddin Ahmed	Director	Mymenshing Medical College Hospital	
3.	Agricultural ist Md. Saiful Islam	Registrar	Bangladesh Agricultural University	registrar@bau.edu.bd
4.	Shajada Ashan Habib	Assistant Professor, Dept. of Public Administrati on & Governance Studies,	Jatiya Kobi Kaji Nazrul Islam University	uBttsrFgwk@jkkniu.edu.bd
5.	Azizur Rahman	Assist. Professor & Head of the Department, Dept. of Public Administrati on & Governance Studies	Jatiya Kobi Kaji Nazrul Islam University	AEouHH02F@jkkniu.edu.bd
6.	Prof. Dr. M Karim Khan	Director,	Community Based Medical College, Mymenshing	
7.	Professor Md. Mezba Uddin Sarker	Professor, Department of Political Science	Annondo Mohon College	09165672 Polamc12@gmail.com

8.	Shormin Goni	Professor, Political Science	Annondo Mohon College	09165672 Polamc12@gmail.com
9.	Dr. Mirza Manjurul Haq	Principal	Community Based Medical College, Mymensingh	
10	Prof. Zakir Hossain	Professor, Department of Agro-Economics	Bangladesh Agricultural University	
11	Prof. Dr. Md. Anowar Hossain	Principal	MMC, Mymensingh	mmc@ac.dghs.gov.bd
12	Prof. Chittaranjan Chakrabarti	Principal	Muminunnessa govt. women college. Mymensingh	muminunnisagovtcollege@gmail.com
13	Prof. AKM Nasir Uddin	Principal	TTC, Mymensingh	01785299109 ttcw-mym@gmail.com
14	Dipankar Datta	Asst. Professor	TTC (Women), Mymensingh	01716249986 ttcw-mym@yahoo.com
15	Sayed Farukh Ahmed	Principal	Poly-technique institute, Mymensingh	01714898491 principal.mpi@gmail.com
16	Md. Anowarul Haque	Assistant Professor	Mymensingh Govt. college, Mymensingh.	
17	Begum Rina Akter Jahan	Principal	Technical Training Centre, Mymensingh	01714822316 ttcmyn@gmail.com
18	MD. Abdul Wahed	Principal	Regional Co-operative Inst. Muktagacha, Mymensingh	01712260081 dcomymensingh15@gmail.com
19	Md. Rokibul Talukdar	Superintendent, PTI	PTI, Mymensingh	01716752518 ptimymen@gmail.com

Other Representatives from Cabinet Division					
SL	Name	Designation	Office	Mobile	Email
1	Mr. Md. Shahidul Islam Chowdhury	Deputy Secretary, Cabinet Division	Cabinet Division	9511037 Cell# 01712222569	implement-1_sec@cabinet.gov.bd
2	Dr. Ashraful Alam	Deputy Secretary, Cabinet Decisions Implementation Monitoring Branch	Cabinet Division	01711030911 9574539 (office)	law_sec1@cabinet.gov.bd
3	Mr. H. M. Nurul Islam	Deputy Secretary & PS to Cabinet Secretary (Deputy Secretary) & DPD P4D	Cabinet Division	9558885 (office) 01712163443	ps_cab_secy@cabinet.gov.bd

4	Md. Mokhlesur Rahman	Deputy Secretary, Good Governance Branch (Additional Charge) & APD, P4D	Cabinet Division	9640217 (office) 01712653379	gg_sec@cabinet.gov.bd
5	Mr. Md. Jahedur Rahman	DDLG	Narayangonj	Cell# 01552310903	mjahedurrahman@gmail.com
6	Mr. Mohammad Wahiduzzaman Khan	System Analyst ICT Cell	Cabinet Division	Cell: 01552459669	sa_ict@cabinet.gov.bd
7	Md. Zillur Rahman	PS to Sr. Secretary,	ICT Division	01727666929	
8	Md. Mushfiqur Rahman	PS (Senior Assistant Secretary) to Secretary, Coordination & Reforms,	Cabinet Division	01718030687	ps_secy_cnr@cabinet.gov.bd
9	Mohammed Mizanur Rahman	Deputy Secretary	Common Services Branch, Cabinet Division	01716-369073	cs_sec@cabinet.gov.bd
10	Sohidul Islam	Administrative Officer,	Cabinet Division	01715154911	sahidcabinet@gmail.com
11	Mr. Muhaiminul Islam	Steno Typist	Cabinet Division	01715154911	

Representatives from P4D Office, Gulsan			
SL	Name	Designation & Organisation	Office
1	Jessica Magson	Head of Justice, Security and Conflict Resolution, British Council	P4D Office, Gulshan
2	Arsen Stepanyan	Team Leader, P4D	P4D Office, Gulshan
3	Kazi Zebunnessa Begum	Govt. Engagement and Sustainability Lead, P4D	P4D Office, Gulshan

4	Nazir Ahmed khan	Civil Society Lead, P4D	P4D Office, Gulshan
5	Md. Mofakker Morshed Khan Chowdhury	Field Operations Coordinator, P4D	P4D Office, Gulshan
6	Farzana Nahid	Programme Admin Manager, P4D	P4D Office, Gulshan
7	Jinot Mehrin Tabassum	Digital Officer, P4D	P4D Office, Gulshan
8	Soriful Haque	Admin & Finance Officer, P4D	P4D Office, Gulshan
9	Mr.Arefin	P4D	P4D Office, Gulshan
10	ASM Mahbubul Alam	National Consultant, P4D	P4D Office, Gulshan
11	Mr. Zahidur Rahman	Associate Consultant, P4D	P4D Office, Gulshan
12	Mahfuz Alam	Associate Consultant, P4D	P4D Office, Gulshan

CSO Representatives, Mymengshingh				
SL	Name	Designation	Organisation	Contact Number
1.	Farhana Milki	District Representative of BRAC, Mymensingh	BRAC	01730321719
2.	AKM Azad	District Representative, Mymensingh	ASA	01746830318
3.	Sagor Morundi	Regional Field Director, Greater Mymensingh Region	World Vision Bangladesh	01713256870
4.	Apurbo Srong	Regional Director, Mymensingh Region	Karitus Bangladesh	01713384071
5.	Md. Abdul Khaleq	Executive Director,	Gramaus, Mymengshingh	01713503982
6.	Bidduth Kumar Paul	Project Coordinator, Mymensingh	Development Wheel (DEW)	01712696152
7.	Nasrin Begum	Manager	IED	01552419960
8.	Shiekh Sultan Ahmed	Chief Executive,	Sehwra Bohomukhi Somaj Kallyan Samity	01711129379
9.	Dr. Jebunnessa Rina	Nari Unnayan Kormi	Mymensingh	
10.	Begum Rokeya	Executive Director	Sabolombi Unnayan Samity, Netrokona	
11.	Samima Khan	Executive Director	Tarango Mohilla Kallan Songtha, Jamalpur	
12.	Ashraf Hossain	Director	MCC&I	
13.	Md. Aminul Islam	Operation Coordinator	EDUCO	01719026624
14.	Sushanto Mojumder	In-charge, Training Academy	Ashpada Poribesh Unnayan Foundation	01708559695
15.	Md. Aminul Haq Shamim	President	Chamber of Commerce & Industries, Mymensingh	

16.	Selima Azad	Member	Chamber of Commerce & Industries, Mymensingh	
17.	Ainun Nahar	Member	CC&I, Mymensingh	

CC & GRS Focal Points from Mymensingh Divisional Offices

SL	Name	Designation	Organisation	Contact Number	E-mail
1.	Nibash Chandra Majhi	DIG	Mymensingh Range	09154099 01769691400,	digmymensingh@gmail.com
2.	Eng. A B M Abdullah	Chief Engineer	Power Development Board, Mymensingh	09165977	
3.	Md. Abdul Alim	Director	Local Government, Mymensingh.	01733339020	alim5661@gmail.com
4.	Farid Ahmod	Director	Department of Environment, Mymensingh.	01716-369073	mymensingh@doe.gov.bd faridahmed15045@gmail.com
5.	Md. Nur Mohammad	Director (Health)	Divisional (Health) Office, Mymensingh		
6.	Prof. Dr. Gazi Hasan Kamal	Chairman	Board of Secondary and Higher Secondary Education, Mymensingh.	01912-186091	chairmanbisemym@gmail.com
7.	Md. Asadullah	Additional Director	Dept. of Agriculture Extension, Mymensingh.	01711-247400	asad_std@yahoo.com addaemymen@gmail.com
8.	Md. Monirul Islam	Additional Chief Engineer	Roads and Highway Dept, Mymensingh.	01730-782867	acemym@rhd.gov.bd
9.	Md. Joynul Abedin	Additional Chief Engineer	Public works Dept. Mymensingh	01712-532968	se_mymen@pwd.gov.bd

10.	Syed Shafiul Alam	Additional Chief Engineer	Local Govt. Engineering Dept, Mymensingh.	01715-84516	se.mymensingh@lged.gov.bd
11.	A.K.M. Sofikul Haque	Superintendent Engineer	Mymensingh Power Circle, BAPAUBO, Mymensingh.	01732-566990	semym_pwdb@yahoo.com
12.	A.B.M Golum Sarowar	Director	Islamic Foundation Bangladesh, Mymensingh.		
13.	Syed Khurshid Anwar	Regional Election Officer	Regional Election Office, Mymensingh.	01914-128305	khurshid592001@yahoo.com
14.	Md. Khorshed Alam	Joint Register	Divisional Co-operative Office, Mymensingh	01552488013	jrmymensingh16gmail.com
15.	Kaniz Fatema	Deputy Director	Dept. of Savings, Mymensingh.	01716-906517	atu_adnsd@yahoo.com
16.	Md. Shohidur Rahman	Deputy Director	Fire Service And Civil Defense, Mymensingh.	01712940120	ddmym@fireservice.gov.bd ddfsedmymensingh@gmail.com
17.	Md. Anisur Rahman	Deputy Director	Range office of the Ansar & Village Defense force, Mymensingh.		
18.	Salma Hasnanen	Joint Director	Dept. Statistics Office, Mymensingh.	01550041335	jrmymensingh16gmail.com

19.	Abdul Malek	Deputy Post Master General	Bangladesh Post office, Mymensingh.	01915-841060	
20.	Anwar Sohel	Deputy Director	Bangladesh Employee Welfare Board, Mymensingh.	01731-932223	
21.	Md. Jahangir Alam	Deputy Director	Dudok, Mymensingh.	01781-471297	
22.	Razib Kumar Ghosh	Deputy Inspector General	Department of inspection of Factories and Institutions, Mymensingh.	01725-914841	digmymenshing@gmail.com
23.	Tapan Kumar Paul	Deputy Director	Dept. of Fisheries		
24.	Md. Abdul Awal	Director	Dept. of Family Planning, Mymensingh.	01711-458326	directorfpmymensingh@gmail.com
25.	Md. Anwar Hossain	Divisional Deputy Director	Dept. of Primary Education, Mymensingh.	01552347617	
26.	Md. Kamrul Ahasan	Director	Anti-corruption Commission, Divisional Office, Mymensingh.		
27.	Md. Yousuf Ali	Director	National Academy for Primary Education		
28.	Kamruzzaman Mia	Zonal Settlement Officer	Mymensingh		
29.	John Kennedy Jambil	Deputy Director	BPSC Regional Office, Mymensingh		

Appendix E: Working Session Discussion Outcomes

Citizen's Charter Group 1

**What are the main obstacles of the implementation of Citizen's Charter in Bangladesh?
Please suggest steps to overcome the obstacles?**

Obstacles

- Mindset of civil servants/service providers
- Lack of awareness of citizen and lack of sufficient manpower and logistic support
- Lack of proper monitoring and supervision and lack of coordination among office

Overcome of Obstacles

- Motivation and widespread of publicity of citizen charter through electronic and print media
- Arrange more training and ensuring proper monitoring, reward and punishment system
- Every Official should follow accountable and responsible

Citizen's Charter Group 2

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

- Feedback from service recipient in box: Through 4 multicolour card (Excellent, Good, Average, Poor)
- Introduce Reward & Punishment System and monthly Evaluation of service efficiency: total number of service (Service provided within stipulated time.)
- Social media feedback (Facebook page or others)
- Surveillance through CCTV camera and appropriate Evaluation of APA
- Monitoring committee for Evaluation of Citizen Charter and quarterly meeting with Stakeholders.

Citizen's Charter Group 3

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

- Peoples participation in preparation of Citizen Charter
- To take opinion from the stakeholders through sharing meeting and the language of CC will be easier and visible

- Consultation with the relevant stakeholder regarding CC size and installation spot
- People's participation in implementation of Citizen Charter
- Installation at the visible spot
- Awareness of peoples about CC through the meeting/orientation and sharing meeting
- Prepare leaflet, festoon to aware the mass people about CC and regular update the CC (if necessary)
- Make positive mind setup of service provider
- To strengthen the monitoring process by the of service provider focal point and reward for good service

Citizen's Charter Group 4

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

- Introduce feedback box / complain box and arrangement public hearing at least quarterly and provide citizen report card
- Online web link for service related opinions and committee for monitoring people's perception
- Introduce feedback box / complain box
- Arrangement public hearing at least quarterly
- Online web link for service related opinions
- Committee for monitoring people's perception

Citizen's Charter Group 5

Reasons for low awareness about citizen's charter in Bangladesh:

- Information problem
- Poor Publicity
- Behaviour of Officials
- Lack of Practice & Trust
- Delayed Service
- Extra Cost
- Difficulty in accessing service
- Lack of education & facilities

Steps to be taken to raise awareness:

- Increase literacy rate
- Service Point Directory
- Publicity through popular medium
- Compensation & Punishment

- Campaign

Citizen's Charter Group 6

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

Answer: Yes.

- Ensure Transparency & Accountability
- Capacity building of Civil Society Organisation
- Ensure Neutrality & Objectivity in evaluation process
- Corrective Measures
- Reduce Corruption

Grievance Redress System Group 1

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

- Seeking public opinions and holding wider consultation before making Legislations
- Enhancing direct communications with aggrieved citizens and avoiding intermediaries
- Ensuring women's participation in decision making, particularly in locally elected bodies
- Holding regular meetings with CSOs at Upzila level
- Introducing write-ups on governance issues in secondary level textbooks

Grievance Redress System Group 2

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

Challenges	Way to overcome
<input type="checkbox"/> Mind set/lack of ownership of server receiver and provider	<input type="checkbox"/> Through Training/capacity building/education/workshop
<input type="checkbox"/> Awareness gap of Service Receiver and Provider	<input type="checkbox"/> Appropriate material development for the service receiver
<input type="checkbox"/> Inadequate circulation of Government Policy explanation	<input type="checkbox"/> Develop simple and user friendly materials
<input type="checkbox"/> Lack of trust of service receiver	<input type="checkbox"/> Timely acknowledge the problem <input type="checkbox"/> Response in certain time to the service receiver
<input type="checkbox"/> Lack of apology/regret	<input type="checkbox"/> Improve our attitude <input type="checkbox"/> Improve our behavior

Grievance Redress System Group 3

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

Appropriate Tools:

- Single Platform in every administrative unit to address the Grievance (Example: Division, District, Upazila)
- Guideline for GRS for both ends
- SMS should be sent to both ends in every steps of implementation process of GRS.
- Compulsory Agenda in Coordination Meetings (Example: Division, District, Upazila)
- Special Meetings can be organised for GRS
- In every single administrative unit there should be a cell to monitor the implementation of Grievance Redress System.

Grievance Redress System Group 4

Identify the obstacles of (effective) implementation of accountability tools in current administrative culture in Bangladesh

- Mind Set
- Fearness
- Degradation of austerity
- Hiding of Service
- Shortage of Manpower
- Gap in data base
- Lack of Knowledge
- Inclusive commitment
- Inadequate Manpower

Solutions to overcome the obstacles

- Building Awareness
- Process Update
- Advertisement
- Database
- Training arrangement
- Community Propaganda
- Positive Environment
- Adequate Manpower

Grievance Redress System Group 5

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

Ways to ensure citizen participation

- To set up a complaint box in a visible place
- Free excess of office
- Increase ways to submit complain/online submission
- Increase awareness & publicity about GRS & CC
- To create example & publish
- More awareness about hotline

Problems of service providers:

- Lack of manpower
- Inadequate budget

- Improper Infrastructure
- Legal & other complications

Suggestions:

- Proper training & motivation of employees
- Self-motivation to serve the people
- Free of corruption
- Electronic tracking system about complain/grievance

Grievance Redress System Group 6

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

Appropriate measures:

- To ensure citizen charter in every office and wide promotion about this
- Involvement of political representatives
- Awareness /publicity of GRS as an agenda-(different meetings- feedback and control)
- Publicity in Educational Institutions(including different training institution)
- Development of different forum(including online based) on GRS (through dissemination of ideas)