



**The Government of  
The People's Republic of Bangladesh**

**Report  
on  
Grievance Redress System in Line Ministries**

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**Cabinet Division, Bangladesh Secretariat  
Dhaka**

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## **Report on Grievance Redress System in Line Ministries**

### **1.0 Introduction**

1.1 Public Administration, by its very virtue, needs to be much more sincere and devoted to good governance and offer best services to the grass-roots people. Now-a-days, both public-oriented and service-focused activities are being coined throughout the globe in public administration. This induces probability of achieving true successes of welfare state in a broader horizon. Tasted with the similar experiences, the present government has accepted various reform programs to establish good governance by ensuring transparency, accountability and effective prevention of corruption.

1.2 'Vision 2021' of the government specifies 5 priority agenda. Among which section 2 and section 5 emphasize on promotion of effective system for curbing corruption and establishment of good governance. Government believes that there is nothing meaningful than offering a productive and sustainable development efforts which in turn ensure quality of services rendered by ministries/divisions and its associated agencies.

### **2.0 Necessity of Grievance Redress System**

2.1 Public administration without effective grievance redress system can never be accountable, transparent, and service-focused and fail to produce strong institutions. As such, grievance redress system is one of the important icons in governance landscape. An active grievance redress system provides a chance of transforming government institutions to more dynamic and effective by ensuring mutually meaningful and credible interface between government institutions and people, resulting in outcomes that are seen as fair, effective and lasting. Government is being given due importance on effective grievance redress system considering the factors below:

- i) Bring dynamism in the functions of government offices and right coordination and directions between different government organization and people;
- ii) Broaden the scope and excellence of pro-people service delivery, and uphold confidence and trust of public on government offices;
- iii) Establishment of an effective internal system of preventing corruption and other irregularities as well as broadening the base of model-service delivery to the targeted people; ensuring optimum use of resources;
- iv) Treat speedy, time-bound and easy system of grievance redress as a platform of prevention of corruption and restore of good governance;
- v) Ensure institutional integrity and social justice and elevate public service to a satisfactory level.

### **3.0 Analysis of Present Grievance Redress System**

3.1 Ministry/Division/Agency wise focal point officers have been appointed for effective and speedy disposal of grievance redress system. With due importance, Cabinet Division monitors the overall progress of grievance redress system and time to

time gives various directions and reviews to update the system through consultations with the relevant stakeholders. The following Job responsibilities have already been given to the grievance focal point officials to deal with and act on the complaints:

- Ensure that all staff members in the concerned Ministry/Division/Department as well as general public(the Complainant) are aware of the present grievance procedures that are available to them;
- Ensure that all grievances are addressed and resolved fairly, impartially and transparently;
- Review available measures, and make appropriate recommendations to the heads of departments, in respect of mediation and conciliation to ensure early resolution of grievances;
- Ensure that considering the depth of the grievances raised are channeled to the appropriate levels of authority within the Ministry/Department so that, proper resolution to the grievance is achieved;
- Considering the depth of the grievance be engaged with the complainants and keep them informed, as may be necessary, on the receipt, processing, and disposal of the grievance;
- Shall keep all the records relating to complaints and settlements.

3.2 To establish an effective internal control system and to add overall dynamism in the grievance redress system, Cabinet Division has already given following directives to all Ministries/Divisions:

- Availability of information related to the current system of grievance redress and focal point (name, designation, phone, fax, email, full address) in the website of the Ministry/Division;
- Sending monthly updated data on the no. of grievances and their merit based disposal to the Cabinet Division by a letter;
- Monthly coordination meeting aimed at reviewing the activities of the Ministry, presided by the Secretary concerned could attribute importance on the grievance redress system and could make it effective by giving necessary direction and decision;
- Grievances received could be classified into three groups ( severe, medium, low) as per sensitivity and complainants could be informed on priority basis regarding the final disposal of the cases; and
- Publicity by the Ministry/ Division regarding the present grievance handling system for public awareness.

**3.3** Besides these, based on recommendations of the Public Administration Reforms Commission, Ministry/Division wise own letter receipts mechanisms are put in place and Government-Public feedback and information sharing to strengthen grievance resolution processes are in action. In line with it Secretariat Receipt of Letter is operated in Visitor's Center of the Secretariat to expand the facilities of information and service to the people. Primarily an acknowledgement letter immediately to the walk-in complainants is being given with round seal and an issued number, and after following certain procedures a request letter is being transmitted shortly to the relevant Minister/Secretary to provide feedback to the complainants as well as Cabinet Division within 15 days. Moreover, a Taskforce has been created to oversee the mechanisms as reflected comprising the officials of the Ministry of Public Administration, Ministry of Home, Finance Division, Ministry of Public Works, and relevant Ministry of concern; where Joint Secretary level official of the Cabinet Division acts as Chairperson of the Taskforce. The Taskforce meets every 6 months to take stock of the progress of the system.

#### **4.0 Information on grievance redresses system of Ministry/Division**

4.1 Ministry/Division wise data on grievance redress system for the year 2008, 2009, 2010, and 2011(up to June) is provided in the following table:

##### **Grievance Redress System: Data of 2008**

<b>Sl. No.</b>	<b>Ministry / Division</b>	<b>No. of Complaints</b>	<b>No. of Disposal</b>	<b>Not disposed of</b>	<b>Cases pending over 3 months</b>	<b>Cases pending over 6 months</b>
1	President's Office					
2	Prime Minister's Office	2953	2953	0	0	0
3	Cabinet Division					
4	Ministry of Chittagong Hill Tract Affairs					
5	Ministry of Primary and Mass Education	1165	480	685	57	90
6	Ministry of Agriculture	0	0	0	0	0
7	Ministry of Civil Aviation and Tourism	22	11	11	3	4
8	Ministry of Commerce					
9	Ministry of Communications					
10	Ministry of Cultural Affairs	2	0	2	0	0
11	Ministry of Defence	15	3	12	0	12
12	Ministry of Food and Disaster Management	161	56	105	33	8
13	Ministry of Education	567	226	341	159	182
14	Ministry of Power, Energy and Mineral Resources	153	127	26	0	0

15	Ministry of Environment and Forest	10	3	7	0	0
16	Ministry of Public Administration					
17	Ministries of Fisheries and Livestock	76	34	42	11	10
18	Ministry of Finance	1652	1142	510	194	229
19	Ministry of Foreign Affairs					
20	Ministry of Health and Family Welfare	605	222	375	95	232
21	Ministry of Home Affairs	1207	1029	173	79	38
22	Ministry of Housing and Public Works	142	61	81	37	40
23	Ministry of Industries	121	68	53	35	17
24	Ministry of Information					
25	Ministry of Textiles and Jute	76	27	37	27	8
26	Ministry of Labour and Employment	211	126	95	66	22
27	Ministry of Law, Justice and Parliamentary Affairs	158	70	88	21	29
28	Ministry of Land	21	15	6	0	0
29	Ministry of Local Government, Rural Development and Cooperatives	96	35	61	27	29
30	Ministry of Planning	0	0	0	0	0
31	Ministry of Post and Telecommunications					
32	Ministry of Religious Affairs	545	134	411	154	173
33	Ministry of Science and Information & Communication Technology	1	1	0	0	0
34	Ministry of Shipping	14	7	7	2	5
35	Ministry of Social Welfare					
36	Ministry of Women and Children Affairs	10	7	3	0	1
37	Ministry of Water Resources	147	31	116	37	79
38	Ministry of Youth and Sports	28	13	15	4	4
39	Ministry of Liberation War Affairs					
40	Ministry of Expatriates' Welfare and Overseas Employment					

**Grievance Redress System: Data of 2009**

Sl. No.	Ministry / Division	No. of Complaints	No. of Disposal	Not disposed off	Cases pending over 3 months	Cases pending over 6 months
1	President's Office					
2	Prime Minister's Office	5387	5387	0	0	0
3	Cabinet Division					
4	Ministry of Chittagong Hill Tract Affairs					
5	Ministry of Primary and Mass Education	1643	821	822	72	637
6	Ministry of Agriculture	566	207	359	0	0
7	Ministry of Civil Aviation and Tourism					
8	Ministry of Commerce	12	3	13	10	
9	Ministry of Communications	5	4	1	1	10
10	Ministry of Cultural Affairs	2	0	2	0	0
11	Ministry of Defence					
12	Ministry of Food and Disaster Management	126	48	78	24	26
13	Ministry of Education					
14	Ministry of Power, Energy and Mineral Resources					
15	Ministry of Environment and Forest					
16	Ministry of Public Administration					
17	Ministries of Fisheries and Livestock					
18	Ministry of Finance	1559	1076	483	110	180
19	Ministry of Foreign Affairs					
20	Ministry of Health and Family Welfare					
21	Ministry of Home Affairs					
22	Ministry of Housing and Public Works					
23	Ministry of Industries	1079	8183	520	249	236
24	Ministry of Information					
25	Ministry of Textiles and Jute					
26	Ministry of Labour and Employment	3100	2582	518	257	40
27	Ministry of Law, Justice and Parliamentary Affairs	490	242	248	26	4
28	Ministry of Land					

29	Ministry of Local Government, Rural Development and Cooperatives	487	191	296	99	102
30	Ministry of Planning	0	0	0	0	0
31	Ministry of Post and Telecommunications	160	17	143	35	63
32	Ministry of Religious Affairs					
33	Ministry of Science and Information & Communication Technology					
34	Ministry of Shipping	287	46	67	5	56
35	Ministry of Social Welfare	63	80	50	169	350
36	Ministry of Women and Children Affairs					
37	Ministry of Water Resources					
38	Ministry of Youth and Sports	51	9	42	18	5
39	Ministry of Liberation War Affairs					
40	Ministry of Expatriates' Welfare and Overseas Employment					

**Grievance Redress System: Data of 2010**

Sl. No.	Ministry / Division	No. of Complaints	No. of Disposal	Not disposed off	Cases pending over 3 months	Cases pending over 6 months
1	President's Office					
2	Prime Minister's Office	4587	4585	2	0	0
3	Cabinet Division					
4	Ministry of Chittagong Hill Tract Affairs					
5	Ministry of Primary and Mass Education				0	
6	Ministry of Agriculture	642	340	302	0	0
7	Ministry of Civil Aviation and Tourism					
8	Ministry of Commerce	19	6	13		10
9	Ministry of Communications	10	5	5	0	0

10	Ministry of Cultural Affairs					
11	Ministry of Defence					
12	Ministry of Food and Disaster Management	25	10	7	3	2
13	Ministry of Education	36	35	1	0	0
14	Ministry of Power, Energy and Mineral Resources	22	20	2	0	0
15	Ministry of Environment and Forest	1	1	0	0	0
16	Ministry of Public Administration	10	9	1	0	0
17	Ministries of Fisheries and Livestock	3	1	2	0	0
18	Ministry of Finance	2222	183	2039	533	468
19	Ministry of Foreign Affairs					
20	Ministry of Health and Family Welfare	7	7	0	0	0
21	Ministry of Home Affairs	442	271	171	0	0
22	Ministry of Housing and Public Works	27	17	10	0	0
23	Ministry of Industries	1012	479	520	249	236
24	Ministry of Information	4	3	1	0	0
25	Ministry of Textiles and Jute					
26	Ministry of Labour and Employment	2337	772	1629	631	233
27	Ministry of Law, Justice and Parliamentary Affairs	1510	869	621	47	7
28	Ministry of Land	114	82	32	0	0
29	Ministry of Local Government, Rural Development and Cooperatives	230	127	103	36	39
30	Ministry of Planning					
31	Ministry of Post and Telecommunications	220	16	204	34	118



32	Ministry of Religious Affairs	3	3	0	0	0
33	Ministry of Science and Information & Communication Technology					
34	Ministry of Shipping	290	98	192	6	165
35	Ministry of Social Welfare	393	49	527	366	473
36	Ministry of Women and Children Affairs	12	11	1	0	0
37	Ministry of Water Resources	859	154	699	214	345
38	Ministry of Youth and Sports	192	56	137	22	95
39	Ministry of Liberation War Affairs	2	2	0	0	0
40	Ministry of Expatriates' Welfare and Overseas	12	12	0	0	0

**Grievance Redress System: Data on 2011 (up to June)**

Sl. No.	Ministry / Division	No. of Complaints	No. of Disposal	Not disposed off	Cases pending over 3 months	Cases pending over 6 months
1	President's Office					
2	Prime Minister's Office	1247	1247	0	0	0
3	Cabinet Division					
4	Ministry of Chittagong Hill Tract Affairs					
5	Ministry of Primary and Mass Education	5	0		5	
6	Ministry of Agriculture	966	549	330	66	265
7	Ministry of Civil Aviation and Tourism	1	1	0	0	0
8	Ministry of Commerce	3	0	3	0	3
9	Ministry of Communications	1	1	0	0	0
10	Ministry of Cultural Affairs	0	0	0	0	0
11	Ministry of	0	0	0	0	0

	Defence					
12	Ministry of Food and Disaster Management	23	12	6	2	3
13	Ministry of Education	35	17	18	0	0
14	Ministry of Power, Energy and Mineral Resources	5	2	3	0	0
15	Ministry of Environment and Forest	10	6	4	0	0
16	Ministry of Public Administration	305	57	248	57	168
17	Ministries of Fisheries and Livestock	2	1	1	0	0
18	Ministry of Finance	395	37	365	76	76
19	Ministry of Foreign Affairs					
20	Ministry of Health and Family Welfare	8	2	6	0	0
21	Ministry of Home Affairs	294	84	110	0	0
22	Ministry of Housing and Public Works	12	3	9	0	0
23	Ministry of Industries	293	152	139	75	60
24	Ministry of Information	17	2	15	3	9
25	Ministry of Textiles and Jute		1	0		0
26	Ministry of Labour and Employment	166	56	110	42	13
27	Ministry of Law, Justice and Parliamentary Affairs	371	220	157	24	3
28	Ministry of Land	48	24	24	0	0
29	Ministry of Local Government, Rural Development and Cooperatives	327	209	118	31	48
30	Ministry of Planning	0	0	0	0	0
31	Ministry of Post and Telecommunications	58	9	49	5	33

32	Ministry of Religious Affairs	33	11	22	16	16
33	Ministry of Science and Information & Communication Technology					
34	Ministry of Shipping	84	29	54	6	42
35	Ministry of Social Welfare	23	19	201	89	62
36	Ministry of Women and Children Affairs	18	13	5	0	0
37	Ministry of Water Resources	137	26	111	39	56
38	Ministry of Youth and Sports	82	45	37	3	23
39	Ministry of Liberation War Affairs	0	0	0	0	0
40	Ministry of Expatriates' Welfare and Overseas	12	2	10	0	0

## **5.0 Outcome the Grievance Redress System**

5.1 The grievance redress system established in all line ministries since 2008 has helped reduce public grievances and improve service delivery in the public service as a whole. Now the general citizens can expect that they would get some responses from the government on their complaints. In the past they were not used to receiving responses so easily. Many complaints remained unattended for many months. However, with the introduction of grievance redress system in all line ministries, though manual, the system has facilitated quick actions on citizens' grievances and enhanced public officials' responsiveness to such complaints. This has been possible because of the strong monitoring and coordinating role played by Cabinet Division. Now all line ministries have a focal point on public complaints and grievances, which facilitate Cabinet Division's coordination with the line ministries. Focal point officials are responsible to coordinate actions within the ministry and subordinate offices / officials and request to them to promptly act on such complaints. They are also responsible for responding to Cabinet Division on specific complaints as well as sending monthly reports on the disposal of complaints. Because of the central control system and coordinating role of Cabinet Division, the general public now feels more encouraged to file complaints.

## **6.0 Future Plan of the Cabinet Division to upgrade grievance redress system**

6.1 On-line grievance redress system has been taken up to modernize and update the present management of grievance system to expand its services. In the meantime, with the technical assistance from Asian Development Bank an IT consultant has prepared a software and on experimental basis this has been running on in Cabinet

Division. With overall observations and modifications of the on-line operation system it could be made available for all Ministries/Divisions. This system, once installed fully, would produce more dynamism in the grievance management and likely to emerge as milestone step in the history of Bangladesh. Moreover, it would act as supportive catalyst to make digital Bangladesh slogan of the present government more meaningful.

## **7.0 Conclusion**

7.1 Effective grievance redress system can contribute a right role to up hold the standard and excellence of service delivery of the government offices and can make them more accountable. There is no unique model or one-size-fits-all approach to grievance resolution. Indeed, the best solutions to conflicts are generally achieved through localized system that take account of the specific issues (nature and depth of grievances), cultural context, local customs, and legal structure in vogue. It is expected that there could be a fundamental change in grievance redress system once e-filing of complaints and electronic response system is introduced with proper monitoring, application of technology, right reporting, decentralization of power and further delegation, change of typical work flow and change of attitudes of public officials.