



Ministry of Local Government, Rural Development & Cooperatives
Local Government Division
Local Government Engineering Department (LGED)

5.8 Guidelines for Grievance- Redress Cell (GRC) Implementation

Project Coordination Office (PCO)
City Governance Project (CGP)

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1. Introduction

Rapid urbanization accelerated by industry led economic growth has been taking place in Bangladesh. Potential of economic growth in urban areas is worthy of notice. There are 335 Local Government Institutions which cover 8% of total geographical area of Bangladesh and 30% of total population, while accounting for 60% of total national growth. On the other hand, the negative impact of dramatic change in urban areas is observed. The negative impacts are because the functions of municipalities and city corporations prescribed in Local Government (Pourashava) Act 2009 and Local Government (City Corporation) Act 2009, which are very relevant to the demand of city dwellers and urban development, are not implemented in an appropriate manner. In order to improve the public services provided by urban local governments, several urban development projects are being or were implemented by Local Government Divisions (LGD) and local government and engineering departments (LGED) with financial assistance of different development partners and government's own funds. Based on the experiences gained through implemented projects, effective activities for improvement of urban governance have been formulated as a program that has been well accepted. The urban governance improvement programs have been implemented to ensure good governance of those urban local government institutions namely Paurashava for equal, social harmony and planned development. Initiating urban governance improvement, LGD and LGED with financial support of JICA commenced a project named City Government Project (CGP) in 5 City Corporations.

As a democratic organization of any country in the world services are provided to the fulfillment of the citizen's needs as they expected for their satisfaction. Any dissatisfaction related to its products, services or the process of service provision may cause a grievance initially that may be expressed as a complaint and require response. One of the basic indicators to measure the efficiency and accountability of any organization is that Grievance Redress Cell (GRC) is formed and functions properly. A grievance Redress system or mechanism is much more effective to provide quality of services to the Citizens reducing any conflicts in a timely and efficient manner.

In the context of Bangladesh, Grievance Redress Cell (GRC) is a significant platform of City Corporation which is recognized by the City Corporation Law and Bangladesh Government. A large part of CC activities involves legal functions, such as, issuance of multi types of license, certificates, collection of taxes, transport services, land acquisition for development purpose and so on, that are grievance prone areas by nature as they have a very large public interface. Therefore, CC has to handle multifarious and multi-level grievance related data, as well as to collect it for improved service delivery in the handling of grievances.

2. Justification

One of the biggest concerns facing the Government of Bangladesh is how to make the public service delivery system more citizens centered. An essential prerequisite for this is to have a strong public grievance redress and monitoring mechanism, particularly in City Corporations that have a large public interface.

Grievance handling is a very sensitive area of the works of City Corporation. Hence, it can play the significant role to monitor about the level of efficiency, accountability and good governance system of any institution. It also helps the CC or relevant organizations to collect direct and logical feedback periodically for the management of systematic reform. GRC mechanism bridges the communication gap between the City Corporation and the citizens. Through the mechanism of GRC, citizens also are aware of their rights and social responsibilities as well. At

the same time, the GRC also can play an important role to make the CC more responsible and accountable to the citizens.

The basic principle of a Grievance Redress System is that if the promised level of service delivery is not achieved or if a right of citizen is not honored then citizen should be able to take recourse to a mechanism to have the grievance redressed. This mechanism should be publicized, easy to use, and prompt and above all, citizens must have faith that they will get the system will treat them fairly.

3. Relevant Issues of ICGIAP

3.1 Areas/Area: Grievance Redress Cell (GRC) established with revised terms of reference and functional

3.2 Tasks of ICGIAP

GRC provides opportunity to resolve complaints made by citizens. Citizens can make complaints through Complaint Desk, Complaint Box or the Web. The complaints made by citizens will be examined by the member of GRC, and resolutions given. GRC improves accountability of CC and fosters citizen's awareness of public service. The composition and TOR of the Cell at CC level are as follows:

A. Composition of Grievance Redress Cell (GRC):

- a) Senior most Panel Mayor- Convener
- b) Female and male ward councilors of respective ward - Members
- c) One Representative of PIU of CC (Nominated by Mayor)-Member
- d) Official concerned with the issue-Member
- e) Representative from the NGO (If related with the Grievance)- Member
- f) Affected Person/Complainant- Special Invitee

B. Terms of Reference (TOR) of GRC

- a) Open a complaint Desk/fix a complaint box at convenient place of CC office for receiving grievance/complaints of the citizens or any visitors.
- b) Constitute GRC at each Ward headed by Ward Councilor and represented by Female ward councilor, one PIU Staff, Implementing NGO, and affected person (APs) to resolve the grievances related to the land acquisition under the project with following TOR.

Task 1: Assign official to set the GRC as per guidance of PCO

Task 2: GRC is launched and publicized

Task 3: Establish Grievance Redress Cell at CC office.

Task 4: Hold one or more GRC meeting every month along with APs

Task 5: Determine the merit of each grievance

Task 6: Resolve grievance within 15 days of receiving complaint

Task 7: If AP is not satisfied with GRC decision advise him/her to lodge an appeal to the CC grievance redress cell

Task 8: Scrutinize the complaints /grievances and select those with potential for discussion and resolution on a monthly basis

Task 9: Invite the potential complainants in the GRC and hold meeting on a monthly basis.

Resolve the grievance with Aps/Complainants or include the same as an agenda of CC monthly meeting

Task 10: Keep record of all Grievances received with receiving date, contact details of complainants, nature of Grievances, agreed corrective actions with dates these were effected and final outcome.

Task 11: CC will include 'Grievance Redress' in the agenda of City Corporation meeting for taking appropriate action

3.3 Action by

- Mayor/CEO (i)
- WG/Person in charge (ii, iii)
- GRC section (iv)

3.4 Indicators

- The Criteria of 1st Performance Review (PR 1): Conceptual understanding about formation of GRC is established.
- The Criteria of 2nd Performance Review (PR 2): GRC is established with personnel and budget assignment Guideline of GRC (Work and reporting flow) available.

3.5 Time Schedule: Better Communication between CC and Citizens.

Task 1-3: by mid of 1st year

Task 4-11: by beginning of 2nd year.

4. Objectives

GRC provides an opportunity to resolve complaints made by citizens. Citizens can make complaints through Complaint Desk or Complaint Box. The complaints will be examined by the member of GRC, and resolutions given. GRC improves accountability of CC and fosters citizen's awareness of public service. The main objective of GRC is to:

- Provide quality service for Citizens by the satisfactory resolution of grievances;
- Improve the skill of staffs on Grievance handling;
- Reduce the Grievances between service recipients and service providers;
- Improve the accountability and efficiency of City Corporation.

5. Relevant Organizations, Stakeholders and their role and responsibility

5.1 Task of City Corporation (Mayor)

- Assign one official to set the GRC as per guideline;
- Establish GRC cell at CC by the assigned official.
- To efficiently monitor pending Grievances under the appeal (CC GRC) cell.

5.2 Tasks of Citizens/Stakeholders

- To put legal or honest complaint in Complain Box timely
- Be present at the hearing meeting arranged by GRC
- Cooperate with the GRC to handle the hearing effectively

5.3 Role/Tasks of Convener

- Check the complaint box/desk once in a week
- Maintain the register on received complaints following steps like:

S L	Date of receipt of grievance	Name of complainant and address	Type of grievance	Name of accused person	Date of occurrence/ Grievance	Description of Occurrence

- Arrange monthly hearing/ meeting (or more, if necessary)
- GRC is launched and publicized
- Keep record of decisions and discussions of hearings/meetings

6. Necessary task and procedures

6.1 Specific Tasks of GRC

- a) Receive complaints.
- b) Determine the merit of each grievance.
- c) Scrutinize the complaints/grievance and discuss.
- d) Hold one or more GRC meetings every month along with APs.
- e) Procedure to hold the meeting.
- f) Arrange hearing of complaints; Issue notice to complainant and accused.
- g) Resolve grievance within 15 days of receiving complaint.
- h) If AP is not satisfied with GRC decision, advise him/her to lodge an appeal to the CC grievance redress cell.
- i) Implement the decisions.
- j) Keep records and develop format for report preparing on Grievances to CC meeting.

6.2 Complaints to be considered under Grievance Cell (GRC)

- Complaint related to City Corporation services and functions defined in the Local Government (City Corporation) Act 2009.
- Complaint related to inefficiency, misbehavior, corruption, delay and loss of time etc. by City Corporation officials regarding CC services.
- Complaint of affected person affected personally or totally within the law by other citizen's crime.
- Any thematic complaint selected by the City Corporation.

6.3 Procedure to examine Grievance:

- Open complaint box/desk at a convenient place.
- Review received grievances once a week at least.
- Open the file for grievance related activities without names and addresses separately.
- Return irrelevant grievances to the complainants with the indication of the reasons for those not being considered.
- Display steps of grievance redress process or flow diagram in posters in suitable places near the complaint desk/box (see the flow chart).
- Display in posters the necessary conditions for consideration of grievances.
- Ensure the environment to submit the grievances without any threat and to provide support to the illiterate persons to engage a staff at grievance desk/reception center.
- Provide the prescribed form to help with submitting the grievance easily and without scrutiny (see sample grievance form).

After selecting acceptable grievances, discuss them at the concerned ward levels followed by selecting them for hearing.

6.4 Procedure of hearing/holding meeting

- Usually fix the hearing date on monthly basis.
- Considering importance of the grievances, hearing date can be fixed on weekly basis.
- By fixing ward-wise timetable, convene separate GRC meetings for hearing and invite accused and complainants and members of the cell.
- Prepare working papers according to the grievance serials and distribute them with the meeting notices, and arrange hearings based on the working papers as per the serials.

6.5 How to keep record of hearing/meeting

Every meeting minute should be recorded and preserved by GRC for documentation as well as implementation of decisions. The record keeping form of hearing/meeting will be done as per Annex III.

6.6 Procedure to appeal to CC GRC:

If the complainant is not satisfied with the decision of hearing arranged by GRC, he/she can submit appeal to CC GRC. In that case, the complainant may submit Grievance appeal form as per Annex V.

6.7 Format for report presentation on Grievance to CC meeting

GRC cell will present the status about Grievance activity: number of cases received by GRC, number of cases resolved in satisfactory manner and number of cases waiting for appeal or pending for solution etc. The format for report presentation on Grievance to CC meeting is given in Annex IV.

6.8 Procedure of publication on Grievances:

Some steps that may be followed for publication on Grievances are below:

- Nominate one official who has excellent writing skills in Bangla and English both.
- Decide the nature of publication, such as quarterly or by annually.
- Collect the best or important stories on Grievances from ward timely.
- Review of the stories of Grievances by GRC.
- Select the stories for final approval from CC authority/ management.
- Review the stories before printing.
- Lastly, take initiative for final printing.

6.9 Decision-making and implementation

- Take actions to implement the unanimous decision on redressing the grievance, and communicate that to the accused and complainant.
- Take step to include the findings of grievances in the agenda of the monthly council meeting.

7. Implementation Schedule (Gantt Chart)

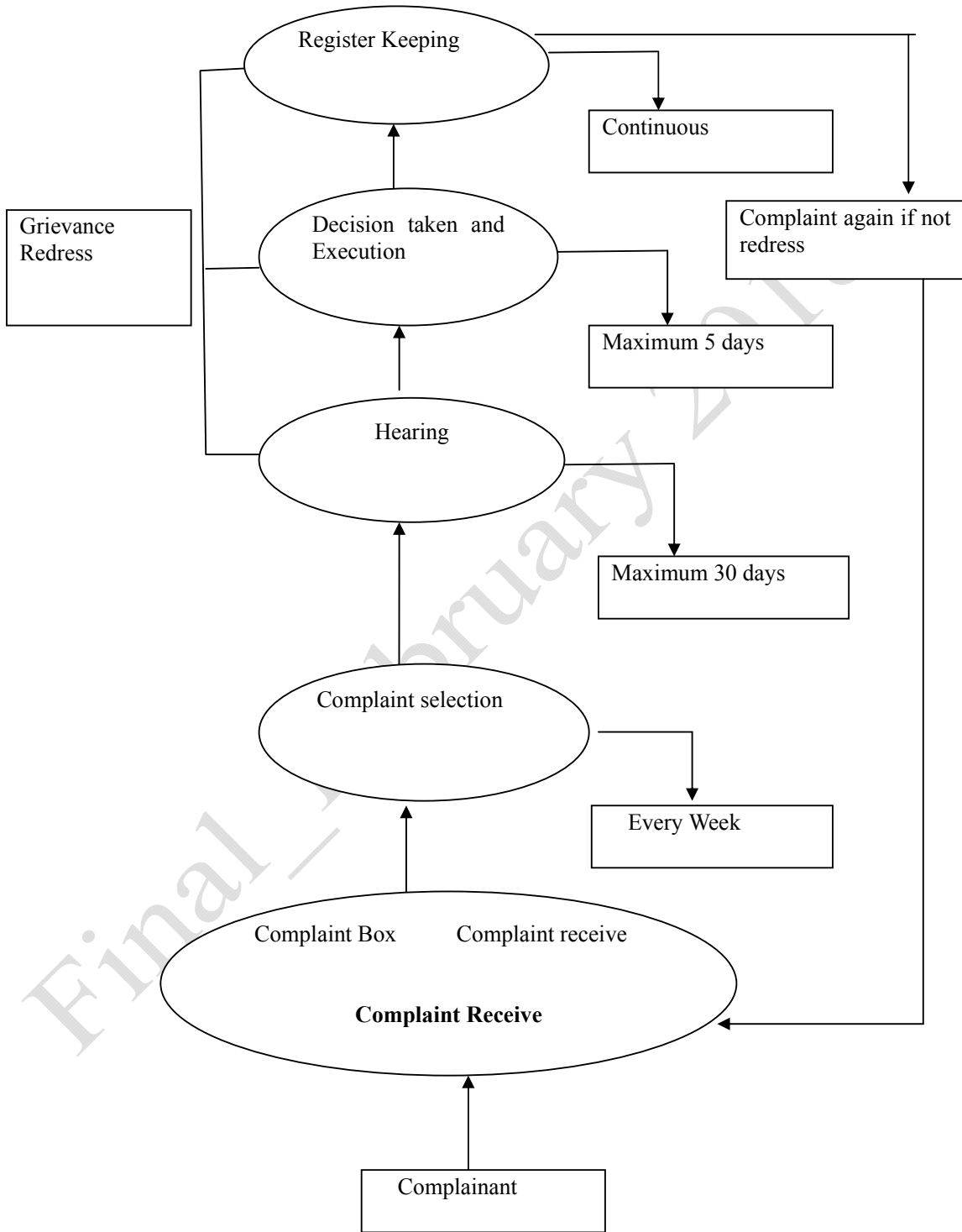
A sample work implementation chart is given below that can be followed:

S L	Actions	Responsible person/ Unit	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1.	Assign official to set the GRC as per guidance of PCO	CC Mgt.												
2.	GRC is launched and publicized	CC Mgt.												
3.	Establish Grievance Redress Cell at CC office.	Assigned Official												
4.	Hold one or more GRC meeting every month along with APs	GRC												
5.	Determine the merit of each grievance	Assigned Member												
6.	Resolve grievance within 15 days of receiving complaint	GRC												
7.	Scrutinize the complaints/grievances and select those with potential for discussion and resolution on a monthly basis	Assigned Member												
8.	Invite the potential complainants in the GRC and hold meeting on a monthly basis.	Member Secretary/ Convenor												
9.	Keep record of all Grievances received with date received and other details	Assigned Member												
10.	CC will include 'Grievance Redress' in the agenda of City Corporation meeting	Assigned Member												

8. Cost of Implementation

Grievance Redress Cell will prepare annual budget based on the planned activities. The GRC would be continued after ending of the project period also. The sample budget format is attached as Annex VI.

Annex I Work procedure conduction chart of Grievance redress Cell



Annex II Sample format for applying on Grievance

Subject of Grievance:-----

Name of Complainant:-----

Father's Name:-----

Address (Holding No./ Ward No./ Road):-----

Name of Accused (In Clear letters):-----

Address (Holding No./ Ward No./ Road):-----

Description of grievance:-----

Description of expected remedy/ resolution:-----

Signature of Complainant:

Name of Complainant:

Date:

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Annex III Sample record keeping form of hearing/ meeting

Date of hearing:-----Grievance receiving date:-----

Grievance/ issue no:-----Types of grievance/ issue:-----

Ward no:----- Complainant Name:-----Accused person Name:-----

Expected solution/ remedy:-----

Important opinions during hearing:

- a) -----
- b) -----
- c) -----
- d) -----
- e) -----

Decision of hearing:-----

Level of satisfaction about decision by Complainant: Highly Moderate No

Status of appealed Grievances:-----

Signature of Complainant

Signature of Accused person

Name:

Name:

Date:

Date:

Annex IV Format for report presentation on Grievance to CC meeting

Date of CC meeting:-----/-----/-----

Grievances received by GRC for the Month of----- Total # of Grievances:-----

Number of Grievances:

Misbehavior:-----Inefficiency:-----Corruption:-----Delay:-----

Loss of time:-----Others:-----

Status of implementation of decision: ----- (Numbers)

of decision unimplemented :----- (Numbers)

How many cases have been send for appeal:-----

Report presented by:

Name:

Designation:

Date:

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Annex V Sample of Grievance Appeal form

Reference number or Code:-----

Nature of Grievance:-----

Name of Complainant:-----

Father's Name:-----

Address (Holding No./ Ward No./ Road):-----

Name of Accused person (In Clear letters):-----

Address (Holding No./ Ward No./ Road):-----

Description of grievance:-----

Description of expected remedy/ resolution: -----

Decision of Hearing:-----

Reasons of dissatisfaction:-----

Signature of Complainant:

Date

Annex VI Sample Budget format for GRC

**City Governance Project
Activities by GRC
Budget for GRC activities implementation (2015-2016)**

sl	Name Of Activity	Activity Details	Unit/Batch/ Days	Unit Cost (tk)	Total Amou nt	Respons ible Person	Time Frame				Remarks
							1st Qrt	2nd Qrt	3rd Qrt	4th Qrt	
1	Hold one or more GRC meeting every month along with APs										
	Hold one or more GRC meeting every month along with APs at CC level;	20 Participants / meeting (Approx)	12 meeting			CC					Monthly Meeting
	Snacks	Snacks for 20 Participants. 30tk/20, Total # of meeting=12 and Total # of Participants= 240	240	30	7200	CC					
	Logistics	Register Khata, Note pad, Pen, Printing Materials, VIPP Card, Poster Paper, Marker etc ; 500/ Meeting	12	500	6000	CC					
	Conveyance for Participants/ Honorium	200tk/ person for 10 person/ meeting	120	200	24000	CC					
	Report Bindings and Visualization	Annual Report			5000						
Total=					42200						

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