

Migration Disputes Mediation

Manual

Sumaiya Khair



Refugee and Migratory Movements Research Unit (RMMRU)

Migration Disputes Mediation

Manual



Refugee and Migratory Movements Research Unit (RMMRU)



Author

Sumaiya Khair

Associate Researcher

Mohammad Inzamul Haque

Shara Arzooman

Rabeya Nasrin

First published on 2017

ISBN: 978-984-34-3600-9

Refugee and Migratory Movements Research Unit

Sattar Bhaban (4th Floor)

179, Shahid Syed Nazrul Islam Sarani

Bijoy Nagar, Dhaka-1000

Bangladesh

Fax: 880-2-58313560

E-mail : info@rmmru.org

Website: www.rmmru.org

All rights are reserved. No part of this publication may be reproduced or transmitted in any form or by any means without prior permission in writing from the publisher. Any person who does any unauthorized act in relation to this publication may be liable to criminal prosecution and civil claims for damages.

This Publication is supported by UKaid under its PROKAS Project managed by British Council. The views expressed in the volume are those of the authors alone and do not necessarily reflect the views of UKaid, PROKAS and British Council

Published By C R Abrar, Refugee and Migratory Movements Research Unit (RMMRU), Dhaka. This manual has been set in Calibri. Designed and Printed by Adpapa, 304, Elephant Road, Dhaka, Bangladesh.

Copyright © RMMRU 2017

Preface

The Refugee and Migratory Movements Research Unit (RMMRU) has been working to promote the rights of migrant workers and improve migration governance since its inception in 1995. To this end, it has engaged in research and advocacy in key areas of migration governance involving the government, academia, civil society and other relevant stakeholders.

The migration experience for many is far from conducive owing to lack of pre-departure information and necessary support. Migrant workers are often subjected to fraud, exploitation, cheating and deception at various stages of the migration process. Devoid of negotiating power and the fact that close friends or relatives create many of the problems, the hapless victims have little or no scope for redress. As it is, access to justice through the formal courts remains beyond the reach of the common man in Bangladesh largely due to the absence of legal awareness, procedural complexities and prohibitive costs. In this backdrop, informal dispute settlement, popularly referred to as alternative dispute resolution (ADR), is often the first choice for people in seeking redress for a wrong suffered. While traditional shalish has historically been used to resolve disputes informally, mediation, an integral component of ADR, has over the years found greater acceptance among the masses, particularly in the villages, as an effective, expeditious and cost effective dispute settlement process. Although mediation is largely used to resolve family matters, property disputes and petty matters, this has never been used to address migration related disputes. Recognising the value and acceptance of mediation in enhancing access to justice at the local level, RMMRU sought to extend its jurisdiction to cover migration related problems as well. In 2017, with assistance from the British Council-supported PROKAS programme, RMMRU undertook an initiative titled 'Fairer Labour Migration' to mediate migration related disputes at the local level. The idea is to facilitate the settlement of migration related disputes through a win-win approach which would help the complainant and the defendant arrive at a mutually acceptable solution on the one hand and maintain social harmony in the concerned community on the other.

One of the key outputs of this initiative is the development of a Grievance Management System (GMS) to hear and mediate migration related complaints. This Manual essentially encapsulates the modus operandi of the GMC in receiving and settling migration related disputes at the local level.

We acknowledge the guidance and contribution of Prof. Dr. Sumaiya Khair and Prof. Dr. Tasneem Siddiqui in shaping and developing this Manual. Marina Sultana, Rabeya Sultana, Mohammad Inzumul Haque and Shara Arzooman deserve special mention for their invaluable support to the process. We are also grateful to everyone at the field level for their important inputs. Finally, we would like to express our deep appreciation to PROKAS Project of the British Council for supporting this initiative.

Table of Contents

Introduction	05
Migration and associated problems	05
Access to justice for victims of migration fraud: Role of ADR	07
What is mediation?	09
RMMRU’s Grievance Management System (GMS)	10
Governance Structure of the GMS	11
Formation of GMS Committee	12
Composition of Committees, Eligibility, Role & Functions	13
Migration Mediation Committee (MMC)	13
Youth Volunteers Committee (YVC)	15
Advisory Committee (AC)	17
The Mediator	19
Mediation Process: Step by Step	21
Pre-Mediation Stage	21
Step 01	21
Step 02	21
Step 03	21
The Different Stages of Mediation	22
Stage 01	22
Stage 02	23
Stage 03	24
Stage 04	25
Stage 05	26
Annex 01	28
Annex 02	31
Annex 03	32

INTRODUCTION

Refugee and Migratory Movements Research Unit (RMMRU) has been working to establish fairness and good governance in the field of labour migration since its inception in 1995. Throughout the years RMMRU has produced numerous evidence based research, policy advocacy and grassroots programmes. It also played a major role in facilitating civil society participation in the Global Forum on Migration and Development (GFMD). One of RMMRU's principal aims is to eliminate the adversity that migrant workers experience at different stages of the migration process.

MIGRATION AND ASSOCIATED PROBLEMS

Bangladesh is one of the major migrant sending countries in South Asia. People from this region have been migrating abroad for work for generations and contributing to labour force needs in foreign countries since the end of the Second World War.¹ BMET data informs that on average from 2013 to 2017 6,27,000 people left every year.² A large portion of Bangladesh's foreign income comes from remittances of migrant workers who live and work overseas.

Although their roles are crucial, migrant workers are particularly susceptible to various kinds of abuse and exploitation at different stages of their migration experience. A survey conducted by RMMRU in 2017³ reveals that approximately 51% of migrant workers experience fraudulence or abuse during the migration process.⁴ Aspiring migrant workers, many of whom come from rural areas, are largely devoid of necessary information on migration policies, processes, and practices. In the absence of certified recruiting agencies at the local level, they have to rely on intermediaries or brokers, or someone in the community who is a returnee migrant with experience of working abroad for the requisite information. Most aspiring migrants, particularly those who live in abject poverty, believe that overseas work will change their lives and help them prosper. Consequently, they are willing to sacrifice whatever assets and savings they may have in exchange for overseas employment. Their sheer desperation drives them into the hands of unscrupulous middlemen/brokers who often cheat them taking advantage of their ignorance and blind trust. By the time the victims realise that they have been duped, it is often too late to salvage the situation.

6,27,000
have
gone abroad
every year between
2013-2017

51%
migrant workers
experience
fraud

ACCESS TO JUSTICE FOR VICTIMS OF MIGRATION FRAUD: ROLE OF ADR

Given that in most cases, the committers of irregularities including deception, cheating and fraud, are relatives, friends or members of the community with powerful connections, victims are reluctant or helpless in seeking justice in formal courts for wrongs done to them in the migration process. Besides, historically the common man avoided accessing formal courts for any remedy as the process is deemed to be convoluted, time-consuming and expensive, not to mention, corruption-prone. Alternative dispute resolution, more commonly referred to as ADR, involves arbitration, mediation and conciliation in informal or quasi-formal settings as opposed to traditional litigation in formal courts of law.

Given the complexities of the formal legal system, alternative methods of dispute resolution, primarily through shalish, is the most preferred choice of local communities. Traditional shalish is a non-formal process through which a section of village elite and concerned parties, in most cases exclusively male, convenes to assist disputants in reaching a solution by way of arbitration. The advent of legal aid organisations saw the transformation of traditional shalish from an adjudicatory body where decisions are meted out to the more facilitative and reconciliatory method of mediation where selected community members assist disputants to arrive at a mutually acceptable solution. Mediation has been hailed for being people-friendly, neutral and fair –a distinct improvement on shalish as it shuns adversarialism and seeks consensus.

Recognising the difficulties of migrant workers in accessing justice and the need to settle disputes effectively and satisfactorily, RMMRU has taken an initiative to develop a mechanism for settling migration related disputes at the local level without having to go to formal court. Drawing on good practice and experiences of NGOs that help settle disputes through mediation, RMMRU has developed a manual to facilitate the resolution of migration related disputes at the local level through mediation. RMMRU believes that mediation would help not only to settle disputes but also to equip parties with valuable life-altering learning.



WHAT IS MEDIATION?

Mediation is a voluntary and informal process of negotiation between two parties in a dispute.⁵ A mutually acceptable solution may be reached through mediation while keeping it voluntary and confidential. In mediation, the mediator does not impose his decision on the parties but merely plays a facilitative role in helping the disputing parties to arrive at an amicable solution. The process is well-known for creating a sequence of stages crafted to instill faith of the parties on each other, examining the dispute and finding an agreeable solution acceptable to both parties.

The distinction between traditional shalish and mediation is that the former essentially carries the characteristics of arbitration, in the sense that it works towards a win-lose situation, whereas mediation concentrates more on a win-win situation. In shalish, the outcome is determined by the shalishkars (officiating individuals), but in mediation, the mediator actively engages both parties in arriving at a mutual solution.



Mediation at Field

RMMRU'S GRIEVANCE MANAGEMENT SYSTEM (GMS)

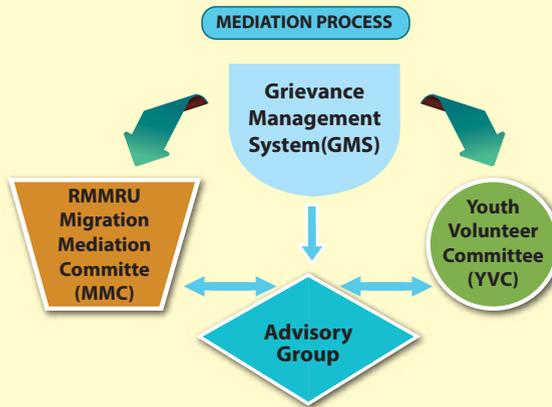
RMMRU has developed a Grievance Management System (GMS) to settle migration related disputes informally at the local level through mediation.

The GMS has the following objectives:

- Help settle migration related grievances through mediation at the local level.
- Ensure the rights of migrant workers who have experienced migration fraud.
- Ensure the protection of the migrants and their family members.
- Offer a platform to local communities to address migration related grievances in a transparent, credible and inclusive manner.

Governance Structure of the GMS

The GMS comprises three different committees with specific responsibilities for smooth operation of mediation services. They are the Migration Mediation Committee (MMC), the Youth Volunteers Committee (YVC) and the Advisory Committee (AC).



RMMRU's Grievance Management System

Composed of a cross-section of individuals from diverse backgrounds, the MMC is tasked with the core responsibility of steering mediations of migration related disputes at the local level. Comprising of youth volunteers, the YVC serves as a conduit between the disputing parties and the MMC and prepares the ground-work leading up to formal mediation. The AC provides overall advice and guidance to the MMC in implementing their task.

Formation of GMS Committee

The process of forming the committees within the GMS is distinctive in nature. Transparency and inclusiveness are maintained throughout the process. The GMS Committees are formed at a meeting organised in the concerned local community involving local government representatives, such as the UP Chairman and members, local elites and socially accepted persons such as teachers, Imams of mosque, NGO workers, etc. who are interested in engaging in social service. The Committee members are selected through consensus based on an informed discussion and opinions shared at the meeting by the participants. RMMRU does not influence the process in any way.

Certain prerequisites guide the formation of the Committees. The Committees shall be formed having due regard to the following:

- Representation of the youth and women by 40%
- Representation of marginalised and disadvantaged groups e.g. the ultra-poor, persons with disabilities, minorities
- In case of the Advisory Committee, in addition to above, representation of lawyers and individuals having expertise and knowledge of labour migration is mandatory

COMPOSITION OF COMMITTEES, ELIGIBILITY, ROLE & FUNCTIONS

Members of the various Committees shall be selected from among people known for their credibility, honesty and dedication to social/community work. Experience in the field of ADR, particularly mediation, knowledge of local power dynamics, and migration shall be an advantage. Respectable persons of the society or of that particular community shall also be considered for membership. Each Committee has specific roles and functions in line with their mandate.

a) Migration Mediation Committee (MMC)

The MMC's fundamental role is mediating disputes on migration between migrants and those who facilitate migration at the grassroots. The number of members of this Committee shall range from 9-11 persons of whom at least three are women. Members of this Committee must have an educational qualification of



Coordination Meeting of Migration Mediation Committee

at least S.S.C. They must be of minimum 30 years of age and a maximum 60 years. This Committee have representatives from the local government, District Employment and Manpower Office (DEMO), Technical Training Center (TTC), different professional groups such as, social workers, business persons, journalists, local elites, teachers, lawyers, etc.

The key functions of the MMC are:

- Hold monthly meetings
- Assign tasks to members of the Youth Volunteers Committee and guide them in receiving and processing complaints
- Assess the merit of the complaint
- Serve notice on parties to appear for mediation. Fix and announce date, time and venue
- Appoint a Chair from among the MMC members to preside over the session
- Appoint a mediator from among the MMC members to conduct the mediation
- Present the complaint clearly and acquaint the parties with the mediation processes
- Explain the laws of the land relevant to the matter in dispute
- Provide opportunity to both parties to present their views
- Peruse evidence
- Facilitate parties to arrive at a mutually acceptable solution
- If the parties fail to arrive at a consensus, allow more time

b) Youth Volunteer Committee (YVC)

The YVC shall comprise of local youth within 15-25 years of age. The number of members shall range from 7-9 persons. They must have studied up to at least class VIII. Members of YVC must have a demonstrated passion for social/community work. This Committee shall test the veracity of a complaint, bring the matter to the MMC's notice, organise the mediation session and undertake post-mediation follow-up activities.



Coordination Meeting of Youth Volunteer Group

The key functions of the YVC are:

- Notify local communities through mobile public address systems about the availability of mediation services for migration related
- Collect and compile material information on the complaints
- Provide disputing parties with designated formats to fill and submit to the MCC and register the complaint
- Obtain signatures on the mediation processes and provide other logistical assistance to MMC
- On completion of the mediation, collect information from the complainant using the Fairer Labour Migration (FLM) satisfaction tool
- Undertake door-to-door follow-up measures to monitor whether the parties are complying with the terms of the settlement

c) Advisory Committee (AC)

The Advisory Committee shall consist of individuals with a high degree of experience and expertise in the field who adds strategic value to the work of MMC and supports victims if mediation fails. The number of members of this Committee shall range from 5-7 persons. They must have at least a graduation degree and their age shall range from a minimum of 40 years to a maximum of 80 years. This Committee shall comprise of law practitioners including women lawyers, principals of Technical Training Center (TTC), District Employment and Manpower Office (DEMO) officers, and respected members of the community.



Quarterly Advisory Group Meeting

The key functions of the AC are:

- Convene monthly/ tri-monthly meetings
- Scrutinise the documents of the complainant and the defendant
- Take unsolved matters to court on request of the parties
- Advise and guide the MMC and YVC for successful and smooth implementation of their work
- Assess the performance of the mediators and advise them on how to improve their mediation skills

Grievance Management System (GMS)	Number of Members	Age Range	Educational Qualification
Migration Mediation Committee (MMC)	9-11	30-60	At least H.S.C.or S.S.C.
Youth Volunteers Committee (YVC)	7-9	15-25	At least class VIII
Advisory Committee (AC)	5-7	40-60	At least a graduation degree

THE MEDIATOR

For every dispute, the MMC shall appoint a mediator from among its members. The mediator plays the most crucial role during mediation. Accordingly, s/he needs to be well-versed in and equipped with relevant skills and expertise in the field of mediation.

Standard attributes of the mediator:

- Competence and appropriate knowledge in conducting mediation
- Proper training on this subject matter
- Basic knowledge of legal issues, local context, prevailing religious and cultural norms and beliefs
- Active listening skills and rapport building techniques
- Independent, objective, impartial and fair without bias or prejudice
- Amiable and positive personality with a credible reputation, generally liked and respected in the community
- Trusted by both parties
- Patient, attentive and accommodating
- Open, tactful, and approachable

Proactive disclosure of conflict of interest

Where circumstances have the potential to impede the independence of the mediator in conducting the mediation or to give rise to conflict of interest, the mediator must disclose those circumstances to the MMC at the time of his/her selection. If the situation arises after his/her selection and/or during the mediation process, the mediator must still draw the attention of the MMC to the matter. All things considered, if there is reasonable apprehension of bias on the part of the mediator, s/he shall be replaced by another member of the MMC.

Situations which demand proactive disclosure by the mediator

- Any personal or business relationship with one or more of the parties
- Any financial or other interest, direct or indirect, in the outcome of the mediation
- The mediator, having acted in any capacity other than mediator for one or more of the parties
- If the mediator has been facing pressure or threat from political parties or powerful groups/elites⁶

MEDIATION PROCESS: STEP BY STEP

STEP 01

The aggrieved person fills out a prescribed form (see annex 1) with relevant information and submits it to members of the YVC for submission to the MCC. The prescribed form contains fields on general information on the complainant, e.g., personal details (name, address, contact number etc.), specific information on the country of migration, costs, type of complaint, personal details of the accused, preferred choice of dispute resolution method, and so on.

Pre-Mediation Stage

STEP 02

On receipt of the complaint forms, the YVC refers them to the Advisory Committee for scrutiny. If everything is found to be in order, the Advisory Committee sends a letter to all MMC members informing them about the complaint and furnishing them with detailed information about the matter.

STEP 03

MCC serves notice on the accused stating the date, time and venue of the mediation (see annex 2). A copy is sent to the complainant, the MMC Chair, the DEMO office and other concerned individuals, e.g., teachers, social/NGO workers, female members, Imams.

THE DIFFERENT STAGES OF MEDIATION

Although listed as an informal method of dispute resolution, certain decorum and rules need to be maintained during mediation. The process of organising the mediation needs to be meticulous.



Image of a mediation session

The process involves the following stages

STAGE 01

- The MMC convenes on the designated date and time in the presence of the disputing parties, their representatives and their chosen witnesses. The parties and witnesses must be present voluntarily.
- A member of the MMC is appointed as Chair of the mediation session.
- A mediator is selected from among the members of the MMC based on consensus of the members who are present and participating.

STAGE 02

- The mediator explains how the mediation would be conducted.
- The mediator makes sure that the disputing parties know what the mediation process entails, their own role and the role of the mediator.
- The mediator makes sure that the parties have understood and expressly agreed on the terms and conditions of the mediation process including any applicable provisions relating to obligations of confidentiality.
- The mediator conducts the proceedings in due process taking into account the circumstances of the case, including possible imbalances of power and any wishes the parties may express, the rule of law and the need for a prompt settlement of the dispute.

STAGE 03

- The mediator ensures that both parties have adequate opportunities to be involved in the process and have been given equal opportunity to present their cases.
- The complainant presents his/her complaint and produces relevant papers, documents, witnesses. The defendant then presents his/her views, papers, documents and witnesses.
- The MMC hears both parties without interruption; if anyone needs to interject at any point in the process, s/he must take permission of the Chair.
- The disputing parties are allowed to communicate with each other and express their opinions freely.
- Once the parties have finished stating their claims and counter claims, they are encouraged to arrive at viable and mutually acceptable solutions/agreement.
- Proceedings and decisions are documented and signed by the Chair, both parties, their witnesses and the mediator (see annex 3).

STAGE 04

- The parties may withdraw from the mediation at any time without giving any justification.
- If the parties agree with the mediation outcome, the mediator must, upon request of the parties and within the limits of his competence, inform the parties as to how they may formalise the agreement and the possibilities for making the agreement enforceable.
- Once the parties have agreed on a solution, the details including the outcome of the mediation must be documented and signed by the mediator along with the parties, the witnesses and the Chair.
- The mediator must maintain full confidentiality of all information arising out of or in connection with the mediation, including the fact that the mediation is to take place or has taken place, unless compelled by law or grounds of public policy to disclose it.



Plaintiff in Mediation

- Any information disclosed in confidence to mediators by one of the parties must not be disclosed to the other party without permission, unless compelled by law.
- The mediator may terminate the mediation after informing the parties, if:
 - A settlement is being reached which appears to the mediator to be unenforceable or illegal, having regard to the circumstances of the case and the competence of the mediator for making such an assessment.
 - The mediator considers that continuing the mediation is unlikely to result in a settlement.

STAGE 05

- Once the mediation concludes and parties arrive at a settlement, follow up activities are undertaken by the Youth Volunteers Committee to monitor if the mediation outcome is being complied with by the parties, in particular the defendant/accused. The Youth Volunteer notifies the MMC about the current situation.
- If the parties are found to be non-compliant with the mediation agreement, the MMC calls them to a meeting and seeks an explanation for non-compliance. If the MMC finds that the situation is beyond salvation, the parties are advised/assisted to access the court to settle their differences.

REFERENCE

1. ¹Benjamin Etzold, Bishawjit Mallick, 'International Migration from Bangladesh' Bundeszentrale für politische Bildung, 30 November, 2015. <<http://www.bpb.de/gesellschaft/migration/laenderprofile/216104/international-migration-from-bangladesh>>
2. ²BMET/www.bmet.gov.bd
3. ³FLM Rapid Screening Survey 2017
4. ⁴'51% aspirant migrant workers cheated, abused', The Daily Star, July 19, 2017. <<http://www.thedailystar.net/country/51-aspirant-migrant-workers-cheated-abused-1435525>>
5. ⁵Abdul Halim, ADR in Bangladesh (7 edn, Sojoni Art Publication 2010) 39
6. ⁶Drawn from European Code of Conduct for Mediators available at <http://ec.europa.eu/civiljustice/adr/adr_ec_code_conduct_en.pdf>

লেফিউজি এন্ড সাইজোটিরি মূভমেন্টস রিসার্চ ইন্সটিটিউট (স্বামক)
 স্মারত ডবন (৫ম তলা) ১৭৯, শহীদ মৈয়দ নজরুল ইসলাম মনরী, বিজয়নগর, ঢাকা-১০০০।
 ফোন নম্বর: ৮৮০-২-৯৩৬০৩৩৮ ইমেইল: info@rmmru.org
 ফর্ম ১
 বিবোধ মনক্রম আবেদন

অভিযোগ নং

১। আবেদনকারীর প্রাথমিক তথ্য

নাম

পিতার নাম:

স্বামী/স্ত্রীর নাম:

মাতার নাম:

২। বর্তমান ঠিকানা

গ্রাম: মহল্লা: পো:

ইউনিয়ন: উপজেলা ও জেলা: মোবাইল:

৩। স্থায়ী ঠিকানা

গ্রাম: মহল্লা: পো:

ইউনিয়ন: উপজেলা ও জেলা: মোবাইল:

৪। প্রবর্তিত ব্যক্তির বর্তমান অবস্থান:

৫। কার মাধ্যমে প্রবর্তিত হয়েছেন:

আত্মীয়	দালাল	রিকুটিং এজেন্সি

৬। কোন দেশে অভিবাসন করেছেন? অভিবাসন করতে চেয়েছেন:

৭। অভিবাসন প্রক্রিয়া করতে কত টাকা খরচ হয়েছে:

৮। প্রত্যর্নার পর কারো কাছে অভিযোগ করেছেন কি-না:

হ্যাঁ	না

৯। অভিযোগ প্রতিকারের মাধ্যম:

স্থানীয় মালিশ	ডি ই এম ও	বি এম এ টি	কোর্ট কেইম	অন্যান্য

১০। অভিযোগ প্রতিকারের ধরন:

সম্পূর্ণ টাকা ফেরত	
অর্ধেক টাকা ফেরত	
নতুন ভিসা প্রদান	
প্রতিশ্রুতি প্রদান	
অন্যান্য	

১১। প্রঅবনাকারীর বিরুদ্ধে অভিযোগ দাখিল করতে চান কী-না ?

হ্যাঁ		না	
-------	--	----	--

১২। কিভাবে প্রতিকার পেতে আগ্রহী:

স্থানীয় মালিশ	ডি ই এম ও	সি এম এ টি	কোর্ট কেইম	অন্যান্য

১৩। প্রতিপক্ষের প্রাথমিক তথ্য:

নাম

পিতার নাম:

স্থাসী/স্থীর নাম:

মাতার নাম:

২। বর্তমান ঠিকানা

গ্রাম: মহল্লা: পো: ইউনিয়ন:

উপজেলা ও জেলা: মোবাইল:

৩। স্থায়ী ঠিকানা

গ্রাম: মহল্লা: পো: ইউনিয়ন:

উপজেলা ও জেলা:

..... পক্ষ, অভিযোগকারী, প্রতিপক্ষ সীমাংসা হয়ে থাকলে কীভাবে ? মালিশ/আদালত/থানা

বেফিউজি এন্ড সাইগ্রেটিবি মুভমেন্টস রিমাৰ্চ ইউনিট (ব্রাহ্মক)

মাত্ৰাল ভবন (৬ম তলা) ১৭৯, শহীদ মৈয়াদ নজরুল হৈমলাস মন্বনী, বিজয়নগর, ঢাকা-১০০০।

ফোন নম্বর: ৮৮০-২২৩৬০৩৩৮ হৈমইল: info@rmmru.org

ফর্ম ২

প্রতিপক্ষের প্রতি সাধাৰণ নোটিশ

তাৰিখ:.....

অভিযোগ নং:

স্বাক্ষরনং:

বসাবস

পিতা/মাতা:

জনাৰ গ্রাম:..... পো:.....

ইউনিয়ন: উপজেলা: জেলা:

আপনার বিশ্বস্ত জনাব উক্ত অভিযোগের প্রেক্ষিতে আলাপ

আলোচনার মাধ্যমে শান্তিপূর্ণ ভাবে মীমাংসার জন্য আগামী.....তাৰিখ.....মসয়মালিমী ব্যবস্থার

আয়োজন করা হয়েছে।

অতএব আপনাকে/আপনাদেরকে যথাসময়ে প্রয়োজনীয় কাগজপত্র, স্বাক্ষরিত (যদি থাকে) নিম্ন উল্লিখিত স্থানে উপস্থিত থাকার জন্য অনুরোধ করা হচ্ছে। অন্যথায় মন্বস্তব নিয়ম মোতাবেক যথাযথ পদক্ষেপ গ্ৰহণ করা হবে।

মালিমের স্থান:

অনুলিপি:

১.

২.

৩.

ব্রাহ্মক'র পক্ষে

.....

চেয়ারম্যান

পাইকড়া ইউনিয়ন

কালিহাতি উপজেলা, টাঙ্গাইল

.....

ব্রাহ্মক'র মাঠে প্রতিনিধি/কমীল স্বাক্ষর

info@rmmru.org
www.rmmru.org



PROKAS
Promoting Knowledge
for Accountable Systems

 **BRITISH
COUNCIL**

