

# **Seminar Paper**

**on**

## **Transparency and Accountability of Social Security Programme: A Study on Kabikha**

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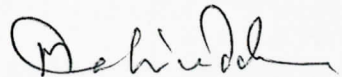


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**To whom it may concern**

This is to certify that Mr. Sangib Sutradhar, Deputy Director (Deputy Secretary), Department of Disaster Management bearing roll number 110 of 126<sup>th</sup> Advanced Course on Administration and Development (ACAD) has conducted this study titled "Transparency and Accountability of Social Security Programme: A Study of Kabikha" under my direct supervision for the partial fulfillment of the course.

I wish every success in his life.



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## List of Abbreviations

|       |                                                  |
|-------|--------------------------------------------------|
| DDM   | Department of Disaster Management                |
| FFW   | Food for Work                                    |
| TR    | Test Relief                                      |
| WFP   | World Food Programme                             |
| EGP   | Employment Generation Programme                  |
| EGPP  | Employment Generation Programme for the Poorest  |
| EEC   | European Commission                              |
| SNSP  | Safety Net System for the Poorest                |
| MoDMR | Ministry of Disaster Management and Relief       |
| WFM   | World Food Programme                             |
| VGF   | Vulnerable Group Feeding                         |
| GR    | Gratuitous Relief                                |
| LGSP  | Local Governance Support Project                 |
| PIC   | Project Implementation Committee                 |
| DPP   | Development Project Proposal                     |
| ACAD  | Advance Course on Administration and Development |
| PIO   | Project Implementation Officer                   |
| DC    | Deputy Commissioner                              |
| GO    | Government Order                                 |
| DFID  | Department for International Development         |
| UNO   | Upzila Nirbahi Officer                           |
| FY    | Fiscal Year                                      |

## Abstract

Kabikha is a popular programme in Bangladesh for income generation and food safety during from 1975. It helps socio-economic and infrastructure development of our country. But there are problems in execution stage as a result desired poverty reduction not achieved. It is hearsay that there are misappropriations of government money in this programme. To find out the problems and take future measures a study was taken (a part of ACAD Course) to ensure accountability and transparency in Kabikha programme. For this study data are taken 03 Unions of Brahmanbaria Sadar Upzila under Brahmanbaria district, officials of local administration and DDM by questionnaire during 18 to 20 August 2019. Most of the local representatives said that people find various kind of benefit from Kabikha programme but if some additional measures taken the benefit will be more. Officials of local administration as well as DDM also suggest some necessary actions-These are allocation of cash money instead of food, proper training of local representative about project management, more project on permanent road construction, increased amount of worker's salary and delivery of pay by mobile apps, stop influence of political pressure and proper action against any kind of misappropriation of money. If these measures are taken coming time during implementation of Kabikha programme accountability and transparency will be ensured and objective of the programme fulfilled.

Keyword: Kabikha, accountability, transparency, local representative, social security.

## Chapter: 1

### Introduction and Literature Review

Present study will deal with the transparency and accountability of Social Security Programmed executed by Department of Disaster Management (DDM) of Kabikha (Food for Work-FFW) wing. Bangladesh has a predominantly agriculture-based economy with over 40 percent of its labor force employed in agriculture. BBS (2015-16) given seasonality in agriculture, those depending on it for livelihoods are at significant risk of low or lack of income during lean seasons. At the same time, extreme weather conditions are also a key geographic attribute of Bangladesh. While the country has managed to significantly reduce the loss of lives to climatic adversities, agro-based and rural livelihoods and assets continue to be highly vulnerable to natural disasters. As a result, the risk of crop failure or loss of agricultural assets to adverse weather intensifies the risk of seasonal poverty.

Food for Work (FFW- Kabikha-Bengali meaning Kajer Binimoya Khaydhya) and Test relief (TR) are public programme started first time as relief programme in 1975 for severe food insufficiency a crisis basis to protect people from hunger by making food available in food deficit regions. These public works were useful in diffusing immediate aid to the nationals and set markedly to making remote areas food safety system and building the rural roads infrastructure. In the country when the citizens, especially in the greater northern regions, were appearance hunger because of the high price of food grain and rural bakery. It was set to entangle serially into a growth-related public works, under FFW programme, building, reconstruction, rebuilding and other works area having done in rural areas. The instant objective of the project was to generate employment opportunities there and at the same time to ensure the provision and availability of sufficient food grains in the oppressed regions. The idea was to pay salary to the laborers in kind (food grains) instead of cash. The project intruduced with grants from the World Food Programme (WFP) and the United States of America under PL - 480. The programme proved to be very useful and effective, and the other grantor countries and agencies including Canada, Australia, Germany, the Netherlands and EEC provided grants and assistance for its continuation. It has consecutively turned into a large programme for the development of rural infrastructure, healthcare facilities and the environment in villages of Bangladesh.

The FFW programme itself and some other multi-sectoral projects including Food for money programme are being accomplished to ensure food security for the poverty stricken, landless and unemployed people. In north-west Bangladesh, there is an annual period of food insecurity called Mongha occurs in the Bengal month of Kartik (mid September-mid October) due to lack of income before the harvesting of Aman rice. FFW and such programmes have seted a lot in eradicating absolute poverty from Bangladesh. Ahmed et al. (2011) found that more than one-third of the households in the north face food shortage throughout the year while two-thirds face seasonal poverty.

Food for Work (FFW) and Test Relief (TR) are public works programs which are two of the oldest social safety net programs of Bangladesh. They began primarily as relief programs in 1975 as a response to the famine of 1974 with the immediate objective of providing food to the severely food insecure poor. While FFW and TR are similar, the main difference is the type of projects undertaken: FFW is more concerned with developing rural roads and infrastructure, while TR projects are mainly focused on maintaining and developing local educational and religious institutions, including schools, madrasas, orphanages, mosques, temples, among others.

Objectives of FFW's generate seasonal employment for the rural poor; help build, repair or strengthen rural infrastructure to develop the performance of agriculture; and reduce physical damage and loss of human life due to natural disasters; maintain equilibrium in food supply and alleviate rural poverty.

Objectives of TR's develop and maintain rural infrastructure to reduce disaster risk and meet the demand for electricity and renewable energy, reduce the disaster and climate change related risk and food insecurity of the rural poor by-generating seasonal employment for the rural poor, ensuring food supply and food security in rural areas, helping reduce poverty and meeting the demand for electricity and renewable energy to reduce dependence on fossil fuels, generate employment and improve the quality of life.

Meanwhile, Bangladesh Government introduced another large public workfare program under the DDM called 100 Day Employment Generation Program (EGP), in response to the food, fuel, and financial crisis in 2008. The EGP program later became the Employment Generation Program for the Poorest (EGPP). While the objectives and basic functions are

similar, EGPP differs from FFW/TR with cash payments directly transferred to bank accounts, more powerful targeting mechanisms, and quota for women.

With the recognition of the inefficiency associated with the food-based payment programs, since 2009, a cash payment method has partially been adopted in an effort to reduce leakage of allocated funds and improve the program's efficiency, by converting the food allocations to cash at the local level for both FFW and TR. As cash payments became more prominent than food payments, the FFW program has been complemented by Work for Money (WFM) since FY14; allocations are made in the form of cash or in-kind under the same program using these two channels, as decided by the Government. Similarly, TR food allocations were complemented by a cash allocation in FY16 and since FY17; TR has received cash allocations only.

At present, the Safety Net Systems for the Poorest (SNSP) Project, supported by the World Bank and implemented by the Department of Disaster Management (DDM) under the MoDMR, is extending support for improved administration of DDM's major safety net programs -- which include public works programs (EGPP, FFW/ WFM, TR) and humanitarian relief programs (Vulnerable Group Feeding [VGF], Gratuitous Relief [GR]).

#### Key Features of FFW/WFM and TR

In the 1970s, allocation to FFW ranged between 4 and 5 percent of annual national expenditures. As of FY19, the combined budget allocation to FFW and WFM represents 2.7 percent of the safety net budget and 0.07 percent of the GDP.

#### Parameters of public works under FFW/WFM

FFW/WFM guidelines stipulate parameters which public works undertaken under FFW/WFM must comply with:

- Pond/canal excavation and re-excavation;
- Road construction/repair including brick roads: up to 60 percent of allocated food grains can be sold to finance such projects;
- Concrete walls of low height on road sides to minimize soil erosion through run-off. Up to 60 percent of the allocated food grains can be sold to finance such projects;

- Enhancing disaster preparedness for communities through: Embankment construction/reconstruction; Construction of drains to prevent water logging and also for irrigation;
- Land filling for social institutions;
- Construction and maintenance of agriculture-supporting infrastructure during the slack season;
- Solar panel installation by selling the entire allocation of food grains; and
- Biogas plant installation in registered orphanages and dormitories if required inputs are available by selling the entire allocation of food grains.

A part of the funds of the FFW programme was spent in the government's Vulnerable Group Feeding (VGF) programme, initiated in the 1980s, under which poor and distressed women in rural areas were given VGF cards. A bearer of this card (a distressed or landless woman, or a widow having no or very little income, or an extremely poor lactating woman) could given a grant of up to 30.00 kg of food grain per month from the government store managed by local government units. The VGD cards were introduced for a period of two years and in order to avail herself of the programme benefit, a woman was needed to undergo some livelihood training and make a compulsory savings deposit of Taka 25 per month in her own bank account so that she could start some income generating activity in 18 months. After 18 months a new group was picked under the project. A part of the assignment under the FFW programme was also fulfilled during natural calamities like cyclone, flood, ayla etc.. The projects under the FFW programme were implemented mainly during the dry season, which was suitable for all types of earth works. But the programme also remains in operation under the name Test Relief (TR) during the rainy season. Main projects implemented under TR include planting of trees, construction of school buildings, colleges, mosques and temples and making of bamboo bridges.

## Chapter: 2

### Problem Statement

In spite of the specific guidelines on entitlements and self targeting characteristics, FFW/WFM and TR have been criticized for leakages and inefficiency. Ahmed et al. (2011) investigated that total leakage from FFW in mid-1990s was 30-35 percent of total allocation. They found some major areas of shortcomings include:

- Projects selection by local elites and influential people, not based on the objective needs;
- Over reporting of work done;
- Practice of leaving the earth uncompacted, which makes it difficult to ascertain the actual volume of earthwork completed; and
- Underpayment to workers.

Recognizing the vulnerability to leakages and the high management costs of food transfers, the Government introduced the WFM, a cash-based program through a policy decision in FY14. Since FY16, cash allocations to TR were also introduced. This decision was also based on the premise that cash would ensure better availability of workers and help build rural infrastructure. However, these newly introduced cash transfers under WFM and TR-cash reach beneficiaries through very rudimentary, hand-to-hand channels through the Union Parishad, leaving a broad scope for leakage and issues of transparency and efficiency. According to the program guidelines, the official grievance desk is at the Upazila level with the Upazila Nirbahi Officer (UNO). However, the guidelines also state that complaints can be filed anywhere in the chain. Eventually, if unresolved, the grievance gets escalated to the national level.

Evaluations suggest that complaints are few and those filed are usually lodged with Ward Members or Union Chairmen. There is little evidence of their resolution. People are often afraid of complaining against local representatives in fear of being excluded from the program and perhaps stronger consequences. At the same time, poor people often lack confidence and have limited access to the UNO or other government bodies to voice grievances; in many cases, the aggrieved are apprehensive of overstepping the Ward Members or Union Chairmen to lodge a complaint at a higher level of the administration. From this context the problem of present study is to identify the transparency and accountability problems of Kabikha Programme.

## Chapter: 3

### Objectives

The objectives of this study are stated below:

Objectives are

- (1) To analyze the mode of action for ensuring transparency and accountability of Kabikha Programmed existing procedure,
- (2) Find out the challenges for ensuring accountability of the programmed and,
- (3) What measures should be taken to effective run of Kabikha Programme?

Research questions

What are the existing procedures of monitoring of FFW, TR and EGPP activities?

What measures should be taken for ensuring transparency and accountability effective run of Kabikha Programme?

## Chapter: 4

### Rationale of the study

Monitoring and supervision: FFW/WFM and TR have inadequate access to specialized planning, design, and supervision services. The capacity within the government to ensure compliance with program standards is weak. Moreover, local government officials are preoccupied with other administrative functions and even Project implementation Officers (PIOs) whose primary task is monitoring public works are not able to make monthly visits to every project in their jurisdiction. At the same time, a review According to Khuda Barkat (2011) notes that the presence of a strong Union Parishad is a key predictor of well performing FFW. The review defines the performance of FFW by the following criteria: generating seasonal employment for a large number of people, improved agricultural production, rural infrastructure development and low leakage.

## Chapter: 5

### Conceptual framework

Transparency and accountability need each other and can be mutually fortifying. Together they be worth citizens to have a say about issues that matter to them and a chance to power decision-making and hold those making to account.

Each concept is part of a strongly used for and by citizens to have the means, resources and opportunities to ability decision-making and affect development consequences.

Transparency as a principle, government officials, civil servants, managers and directors of companies and organisations and board trustees have a duty act visibly, predictably and understandably to develop sharing and liability.

Accountability means ascertained that officials in public, private and voluntary sector organisations are responsible for their actions and that there is remedy when tasks and promises are not fulfilled.

According to DFID, Accountability is an institutionalised (regular, established, accepted) relationship between different actors. One set of people (organisations are held to account (accountees), and another set do the holding (accounters).

Accountability types are

Horizontal accountability means formal relationships within the state itself.

Vertical forms of accountability are those in which citizens and their associations play direct roles in holding the powerful to account.

Diagonal accountability operates in a domain between the vertical and horizontal dimensions.

Objective of the program: FFW and TR are old programs and over time, seem to have shifted to becoming rural infrastructure development programs than a safety net. There are other public works safety net programs under DDM such as the EGPP. Since the major difference with other programs, based on food transfer, is no longer the case, there is a strong need to reconsider the programs' objectives and value added.

- If the programs were to remain as safety nets, the beneficiary selection process needs to improve to be more objective and pro-poor.
- The hand-to-hand payment process needs to be modernized.
- The grievance process can be strengthened to be more accountable and provide reassurance to potential complainants about timely resolution and minimal chances of backlash.

## Chapter: 6

### Methodology

The present study is aimed to ensuring transparency and accountability, challenges and possible measures of Kabikha programme which are implemented and monitored by people of local representative of local government and government officials of DDM. The term transparency and accountability here means the execution of Kabikha programme in a proper (trust) way and the best uses of government social security programme. For this purpose questionnaire are developed of existing procedure of Kabikha programme and what initiative should be taken proper run of Kabikha programme. Primary data collected from local representative e.g. word members, Union Parishad Chairmans, Upzila chairman. On the other hand, local officials who are closely related and supervised to this programme like secretary of Union Parishad, Project Implementation Officer, Sub-assistant Engineer (SAE) of project implementation office, Upzila Nirbahi Officer, District Relief and Rehabilitation officer and Deputy Commissioner gave their opinions and suggestions. Opinions and suggestions also taken from different levels of higher officials of DDM who are closely related to monitoring of the programme.

The local representative were questionnaird as because they are directly involve the implementation of the programme. The Deputy Commissioner, Upzila Chairman, Upzila Nirbahi Officer, District Relief and Rehabilitation officer, Project Implementation Officer, sub-assistant engineer (SAE) are asked to questionnaire as because they are primarily monitored the whole programme. Finally Opinions and suggestions of different levels of high officials of DDM are taken as they issued government order (GO) of Kabikha programme and monitor the whole programme all the year round.

The local representative and government officials were selected on basis of their role and engagement with the programme. A total number of 22 local elected representative (members:18, Union Parishad Chairman: 03 and Upzila Chairman: 01) and 09 number of government officials (district, upzila and union level) are asked to answer the questions from questionnaire. Opinions and suggestions are taken as they are directly involve the supervising the programme. Furthermore, 04 officials DDM gave their valuable suggestion who are involve GO and monitoring the programme. All data are collected from 18 to 20 August 2019 three Unions of Brahmanbaria Sadar Upzila (ramrail, sohilpur and natai uttar) under Brahmanbaria district and DDM, Mohakhali, Dhaka.

## Chapter: 7

### Findings

The Kabikha (FFW and TR) programme generated with the two objectives of providing wage employment and food security along with creating sustainable community assets. The goal is to enhance the contribution of these programs to improving food security and reducing poverty.

However, there are considerable leakages and weaknesses in the current FFW/TR programme. The primary cause seems to be inadequate transparency and accountability at various implementation levels. The rigorous guidelines issued by the MoDMR/DDM apply equally to all Upazilas while ground realities differ substantially. Besides, local governments have no autonomy in decision making primarily due to the influence of the MPs as well as local politics. All this contributes to the uncertainty of transparency and accountability of the programmes.

Besides considerable lack of transparency and accountability the local representatives mentioned various benefit of the programmed. These are improved production of agricultural products which is benefits both producers and consumers, enhance marketing facilities as a result of construction and renovation rehabilitation, easy transportation for marketing, health centers and educational institution, reduced physical damage of crops and loss of property and human lives as a result of structure that protect flood.

They acknowledged that during implementation there are mismanagement happened but this is not too much as reportedly. For ensure certainty of transparency and accountability they proposed some suggestions. These are-allocation must be in cash instead of food grains, like LGSP- allocation should be surrendered Union Parishad's own account, increased the wage rate of workers, at first training of elected member and chairman about project execution, PIC must be formulated proper related persons, strict monitoring by project related officials, stop manipulation by local politics, provision of soil purchase in DPP.

## Chapter: 8

### Implications and Recommendations

Introduction of Kabikha has great immense effect on socioeconomic development of Bangladesh. It is also a popular social safety net programme for employment generation and food safety year to year. From various report it is revealed that it has great effect of poverty alleviation of Bangladesh. From present study it is seen that all of the local representative said that general mass people get various benefit from the programme. All kinds of respondents said that existating monitoring and evaluation system is not enough for proper transparency and accountability. They suggested some new mechanisms to ensure transparency and accountability.

Considering the above circumstances several initiatives can be recommended for future actions to make the programme successful.

- to organized several workshop including local representatives, official of PIO, UNO, DC, and DDM in every divisions.
- Allocation of money for work instead of food grains.
- Every local representative must be under training programme.
- Strictly monitor wherether not for overlapping the same project.
- No project should be taken without pre-work assessment and stress on execution as per estimation.
- It is time to add hearing bone bond and carpeting of road instead of soil work.
- Delivery of the worker through mobile phone apps.
- In every project there should introduced signboard with detailed.
- No interference of political pressure
- If any kind of misappropriation of money seen during execution time there must take necessary action.

## Chapter: 9

### Conclusion

Although Kabikha has immense benefit of the socioeconomic condition of Bangladesh there are question about the process of execution. If during in programme implementation it is introduction of money instead of food, wage delivery to workers of by mobile phone apps, more project on permanent road structure, proper training of local representative body and finally free from any political pressure and proper action against any kind of mismanagement may ensure transparency and accountability.

## Chapter: 10

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## Appendices-1

Data collection Questionnaire for Service Provider of Kabikha

Seminar Paper

On

Transparency and Accountability of Social Security Program: A study on  
Kabikha

126<sup>th</sup> ACAD, BPATC, Savar, Dhaka.

(ইউনিয়ন পরিষদের চেয়ারম্যান, সাধারণ সদস্য ও সংরক্ষিত আসনের মহিলা সদস্যদের জন্য প্রশ্নমালা)

উত্তরদাতার নাম:

পদবী:

পেশা:

বয়স:

শিক্ষাগত যোগ্যতা:

ঠিকানা:

প্রশ্ন ১: কাবিখা কর্মসূচি/প্রকল্পের কথা জানেন কিনা? হ্যাঁ/না।

প্রশ্ন ২: কাবিখা কর্মসূচি/প্রকল্পের প্রাক্কলন/বরাদ্দ/বাজেট বিষয়ে জানেন কিনা? হ্যাঁ/না।

ক) উত্তর হ্যাঁ হলে কিভাবে জানেন?

খ) উত্তর না হলে কেন জানেন না?

প্রশ্ন ৩: কাবিখা কর্মসূচি/প্রকল্পের বাস্তবায়নের ফলে জনগণের কি ধরনের উপকার হয়?

প্রশ্ন ৪: কাবিখা কর্মসূচি/প্রকল্প নেওয়ার পূর্বে সভা করে সংশ্লিষ্ট স্থানীয় জনগণের মতামত নেয়া হয় কিনা?  
হ্যাঁ/না।

প্রশ্ন ৫: কাবিখা কর্মসূচি/প্রকল্প নেওয়ার পূর্বে ইউপি সভা করে আপনার মতামত নেয়া হয় কিনা? হ্যাঁ/না।

প্রশ্ন ৬: কাবিখা কর্মসূচি/প্রকল্প বাস্তবায়ন কমিটির সদস্য কিভাবে ঠিক করা হয়?

প্রশ্ন ৭: কাবিখা কর্মসূচি/প্রকল্পের প্রাক্কলন/বরাদ্দ/বাজেট কিভাবে করা হয়?

প্রশ্ন ৮: কাবিখা কর্মসূচি এলাকা কিভাবে নির্ধারণ করা হয়?

প্রশ্ন ৯: কাবিখা কর্মসূচি/প্রকল্পের বাস্তবায়নের সময় কিভাবে কাজের তদারকি করা হয়?

প্রশ্ন ১০: কাবিখা কর্মসূচি/প্রকল্প তদারককালে কোন অনিয়ম/অব্যবস্থাপনা পরিলক্ষিত হয় কিনা? হলে কি ধরনের ব্যবস্থা নেয়া হয়?

প্রশ্ন ১১: কাবিখা কর্মসূচি/প্রকল্পের বাস্তবায়নের পর বিস্তারিত তথ্যসহ সাইনবোর্ড লাগানো হয় কিনা? হ্যাঁ/না।

প্রশ্ন ১২: কাবিখা কর্মসূচি/প্রকল্পের বাস্তবায়ন বিষয়ে এলাকার জনগনকে কিভাবে প্রকল্প সম্পর্কে অবহিত করা হয়?

প্রশ্ন ১৩: কাবিখা কর্মসূচি/প্রকল্প বর্তমানে যেভাবে বাস্তবায়ন হয় আপনি সন্তুষ্ট কিনা? হ্যাঁ/না।

ক) উত্তর হ্যাঁ হলে কেন?

খ) উত্তর না হলে কেন?

প্রশ্ন ১৪: প্রচলিত ধারণা কাবিখা কর্মসূচি/প্রকল্পের বাস্তবায়নে অনেক অনিয়ম/দুর্নীতি হয়ে থাকে। আপনি এর সাথে একমত? হ্যাঁ/না।

ক) উত্তর হ্যাঁ হলে কেন?

খ) উত্তর না হলে কেন?

প্রশ্ন ১৫: কাবিখা কর্মসূচি/প্রকল্প সঠিক বাস্তবায়নে অধিকতর স্বচ্ছতা ও জবাবদিহিতা আনার জন্য আপনার মতামত/পরামর্শ কি?

126<sup>th</sup> ACAD, BPATC, Savar, Dhaka.

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উত্তরদাতার নাম:

পদবী:

ঠিকানা:

(সম্মানিত জেলাপ্রশাসক/জেলা ত্রাণ ও পুনর্বাসন কর্মকর্তা-এর জন্য প্রশ্নমালা)

প্রশ্ন ১: কাবিখা কর্মসূচি/প্রকল্পসমূহ জেলা কর্তৃক কমিটির সভায় চূড়ান্তভাবে নির্বাচনের ক্ষেত্রে আপনার মাধ্যমে কোন যাচাই-বাছাই করা হয় কিনা? হ্যাঁ/না।

প্রশ্ন ২: কাবিখা কর্মসূচি/প্রকল্পের বাস্তবায়নকালে কিভাবে তদারকি হয়?

প্রশ্ন ৩: কাবিখা কর্মসূচি/প্রকল্প তদারককালে কি কি অনিয়ম/অব্যবস্থাপনা পরিলক্ষিত হয়?

প্রশ্ন ৪: কাবিখা কর্মসূচি/প্রকল্প বর্তমানে যেভাবে বাস্তবায়ন হয় আপনি সন্তুষ্ট কিনা? হ্যাঁ/না।

প্রশ্ন ৫: প্রচলিত ধারণা কাবিখা কর্মসূচি/প্রকল্পের বাস্তবায়নে অনেক অনিয়ম/দুর্নীতি হয়ে থাকে। আপনি এর সাথে একমত? হ্যাঁ/না।

ক) উত্তর হ্যাঁ হলে কেন?

খ) উত্তর না হলে কেন?

প্রশ্ন ৬: কাবিখা কর্মসূচি/প্রকল্প সঠিক বাস্তবায়নে এবং স্বচ্ছতা ও জবাবদিহিতা আনার জন্য আপনার মতামত/পরামর্শ দেন।

Data collection Questionnaire for Service Provider of Kabikha

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126<sup>th</sup> ACAD, BPATC, Savar, Dhaka.

উত্তরদাতার নাম:

পদবী:

ঠিকানা:

( দুর্যোগ ব্যবস্থাপনা অধিদপ্তরের পরিচালক/উপপরিচালক/প্রকল্পপরিচালক-এর জন্য প্রশ্নমালা )

প্রশ্ন ১: কাবিখা কর্মসূচি/প্রকল্পের বাস্তবায়নের ফলে জনগণের কি ধরনের উপকার হয় ?

প্রশ্ন ২: কাবিখা কর্মসূচি/প্রকল্পের বাস্তবায়নের সময় আপনার অফিস কিভাবে মাঠপর্যায়ে তদারকি করে থাকে?

প্রশ্ন ৩: কাবিখা কর্মসূচি/প্রকল্প বর্তমানে যেভাবে বাস্তবায়ন হয় আপনি সন্তুষ্ট কিনা? হ্যাঁ /না ।

ক) উত্তর হ্যাঁ হলে কেন?

খ) উত্তর না হলে কেন?

প্রশ্ন ৪: কাবিখা কর্মসূচি/প্রকল্প তদারককালে কি কি অনিয়ম/অব্যবস্থাপনা পরিলক্ষিত হয়?

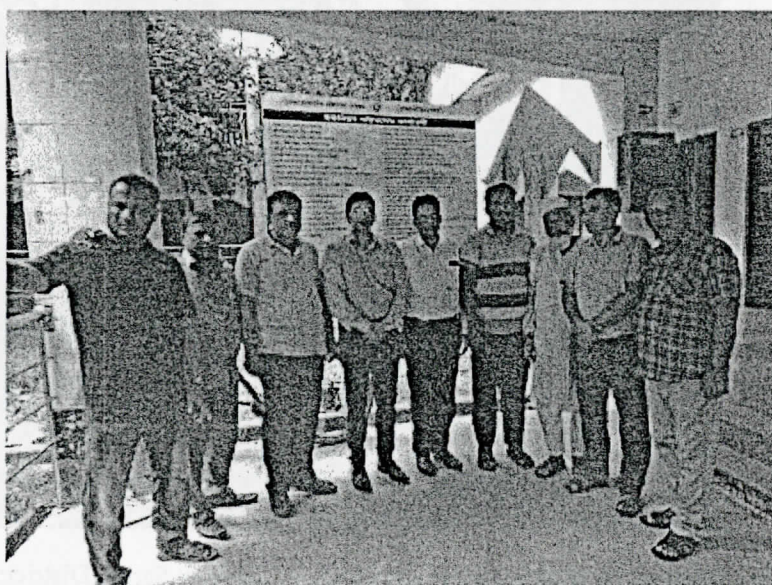
প্রশ্ন ৫: প্রচলিত ধারণা কাবিখা কর্মসূচি/প্রকল্পে বাস্তবায়নে অনেক অনিয়ম/দুর্নীতি হয়ে থাকে । আপনি এর সাথে একমত? হ্যাঁ /না ।

প্রশ্ন ৬: কাবিখা কর্মসূচি/প্রকল্প সঠিক বাস্তবায়নে এবং স্বচ্ছতা ও জবাবদিহিতা আনার জন্য আপনার মতামত/পরামর্শ দেন ।

## Appendices-2



Picture: During data collection by questionnaire Union: Suhilpur, Upzila: Brahmanbaria Sadar, District: Brahmanbaria.



Picture: During data collection by questionnaire Union: Ramrail, Upzila: Brahmanbaria Sadar, District: Brahmanbaria.



Picture: During data collection by questionnaire Union: Natai Uttar, Upzila: Brahmanbaria Sadar, District: Brahmanbaria.



Picture: Distribution of VGD Union: Sahabazpur, Upzila: Sarail, District: Brahmanbaria.