

Delivery of Services and Beneficiaries' Satisfaction under Social Safety Net Programs (SSNPs): A Study on Four Selected Upazila Social Services Department

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Selected Upazila Social Services Department

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EXECUTIVE SUMMARY

Social Safety Net Programs (SSNPs) has become an important agenda of discussion in Bangladesh because of its increasing contribution in-terms of service delivery to the people as well as its microeconomic and macroeconomic impacts. However, little statistical evidence is available on SSNPs and satisfaction of beneficiaries in Bangladesh. There is also no systematic study on delivery of services and beneficiaries satisfaction under SSNPs. This study is an attempt to explore the satisfaction level of beneficiaries under SSNPs.

The study titled 'Delivery of Services and Beneficiaries' Satisfaction under Social Safety Net Programs (SSNP): A Study on Four Selected Upazilas Social Services Department' was conducted under the revenue budget of BPATC. In this study the level of satisfaction of the beneficiaries under SSNP of Upazilas Social Services Department has been reviewed, the opinions of the respondents have been gathered, the level of satisfaction of the beneficiaries has been assessed, the problem associated with the service delivery system have been identified and recommendations have been made to improve the overall situation of service delivery.

RESEARCH QUESTIONS: The major research questions are: What are the opinions about selection of the beneficiaries under social safety net program of Upazila Social Services Department (USSD)?, How much the level of satisfaction the beneficiaries receipt from delivery of services?.

OBJECTIVES: The objectives of the research study are to: examine whether the standard selection procedures of beneficiaries are followed or not, find out the level of satisfaction of the beneficiaries about Social Safety Net (SSN) programs delivered by Upazila Social Services Department (USSD) and make recommendation (if appropriate) on the line of findings.

METHODOLOGY: Purposive sampling procedure was followed in selecting the Social Services Departments (SSDs) and their service delivery station. Apart from this, a random sampling procedure was followed to select beneficiaries. The study was undertaken in four SSDs. These departments were selected from four Upazila of Dhaka and Manikganj districts. Dhamrai and Savar Upazila of Dhaka district and Satoria & Singair Upazila of Manikganj district were the sample areas for the study. 204 enlisted beneficiaries of Social Services Department, 36 public

representatives and 20 officials were the respondents of the study. Beneficiaries under Social safety Net (SSN) Programs were considered for the study. Among them old aged persons, widowed, dolita horizon, insolvent disabled, insolvent disabled students and freedom fighters were the target groups. The total respondents of the four Upazila were 260. Several determinants were considered to measure citizen satisfaction such as fairness and equity in service delivery, timeliness/promptness of service delivery, accessibility to public services, availability of information, courtesy and respect, the knowledge, skills and experiences of officials, quick responses to the demand of people, value of money, economy and efficiency in public service delivery, redress and outcome of the encounter with the public service. Motivation and commitment, sympathy & empathy, honesty and integrity, active listening of service providers were also considers to measure the level of satisfaction. Information board and help desk, availability of form, user friendly form, absence of harassment by middlemen and cumbersome procedures were also considerable factors in this connection. Three sets of structured questionnaires were administered to collect required primary data. Questionnaire- I was used to gather information from the beneficiaries and questionnaires- II and III were prepared to collect data from Officials and Public Representatives respectively. Opinions of the respondents were gathered through 5 point 'Likert Scaling'-where 1 denotes minimum level and 5 indicates maximum level of satisfaction and performance. Data were collected during the period from early February to early March 2016. Statistical Package for the Social Sciences (SPSS-17) is applied for processing data.

FINDINGS AND ANALYSIS:

Demographic Profile of the Beneficiaries: Mean age of beneficiaries was 59.6 years. Majority of the respondents were illiterate followed by 'can write name' (19.6%). Average number of members of households is 5.09 and that of dependent number of members is 3.70. 22.5 percent of the respondents are counted as 'home manager (house wife)' followed by 18.1 percent unemployed. Average monthly income of the respondents is Tk. 5597.57. It was found that 77 percent of the respondents have no land and average size of the land is only 8.36 decimals.

Selection of Beneficiaries under Social Safety Net Program (SSNP): It is apparent that all the criteria, which are precondition and required for selection beneficiaries under SSNP have been followed by the concerned authority to a great extent. Weighted average scores made by all three types of respondents regarding selection of beneficiaries under SSNPs are more than 70 percent.

Right persons are being selected as beneficiaries of the Old Aged, Widowed, Divorced and Destitute women and Insolvent Disabled/Insolvent Disabled Student Allowance under the social safety net Programme (SSNP) of the government.

Overall Satisfaction under SSNP: The study shows that 31 percent of the respondents were hundred percent satisfied with the services they received whereas, 69 percent of them replied that they were not 100 percent satisfied with those.

Respondents' level of Satisfaction under SSNP: 81.9 percent beneficiaries either 'agreed' or 'strongly agreed' with the statement that 'officials provided services without favour & discrimination' and in this regard the average weighted score for the same statement was 83 percent. On the contrary, the score made by public representatives (PR) and officials for the same statement was 84 and 87 percent respectively. About 85 percent service users recognized that they had equal accesses to the services providers. The weighted average score of beneficiaries, public representatives and officials about accessibility to services was 82, 73 and 86 percent respectively. 53.4 percent beneficiaries agreed with the statement that 'officials provided services within the specified time' and in this regard the average scoring for the same was 69 percent. On the contrary, the score made by PR and officials for the same statement was 81 and 80 percent respectively. The study indicates that 65.7 percent beneficiaries 'agreed' or 'strongly agreed' with the statement that 'officials were prompt to take decision' and in this regard the average score for the same statement was 73.63 percent. On the contrary, weighted average score of public representatives and officials for the same statement was 83.43 and 84 percent respectively. The study depicts that 56.8 percent beneficiaries 'agreed' or 'strongly agreed' with the statement that 'officials paid necessary attention to service users' and in this regard the average score for the same statement was 73 percent; public representatives also endorsed the same view. On the other hand, average score made by officials for the same statement was 89 percent. The results indicate that 72 percent of the beneficiaries either 'agreed' & 'strongly agreed' with the statement - 'officials hold enough knowledge and skills to perform service user's requirements' and in this regard the average score for the same statement was 78 percent; public representatives also endorsed the same view in this aspect. On the contrary, average score given by officials for the same statement was 87 percent. The results revealed that 62.2 percent of the beneficiaries either 'agreed' or 'strongly agreed' with the statement that 'cost of services was reasonable and officials provided services efficiently' and average score for

the same was 76 percent; On the other hand, the score made by PRs and officials for the same statement was 88 and 84 percent respectively. The results confirm that 78.9 percent beneficiaries either 'agreed' or 'strongly agreed' with the statement that 'officials provided services displaying courtesy and respect to service users' and in this regard the weighted average score for the same statement was 84 percent. On the other hand, PRs and officials rated against the same statement was 84 and 89 percent respectively. The findings prove that 70.1 percent beneficiaries either 'agreed' or 'strongly agreed' with the statement that 'officials provided complete and correct information to service users' and weighted average score for the same statement was 76 percent. On the contrary, average score made by PRs and officials for the same statement was 81 and 90 percent respectively. The study reveals that 63.7 percent beneficiaries either 'agreed' or 'strongly agreed' with the statement that 'officials provided services with proper commitment to beneficiaries' and in this connection the average score for the same statement was 74 percent. On the other hand, rate of scoring of public representatives and officials for the same statement was 77 and 76 percent respectively which was very close to that of service users. Beneficiaries were asked whether 'officials show sympathy and empathy' in terms of receipt of services, 40.7 percent beneficiaries replied that they 'agree' with the statement followed by 'strongly agree' with 35.3 percent. Average score by service users was 88 percent to service providers. The study indicates that 41.2 percent beneficiaries agreed with the statement that 'officials provided services with honesty and integrity' and weighted average score for the same statement was 69 percent. On the contrary, average rate of scoring of public representatives and officials for the same statement was 79 and 91 percent respectively. The findings show that 60.7 percent beneficiaries either 'agreed' or 'strongly agreed' with the statement that 'officials were reasonably alert to hear from the service users' and in this regard the weighted average scoring for the same statement was 75 percent. On the other hand, public representatives and officials' scored the same statement by 76 and 87 percent respectively. It is revealed that 39.7 percent beneficiaries either 'agreed' or 'strongly agreed' with the statement that 'officials redressed and taken corrective measures to the beneficiaries' and in this regard weighted average score for the same statement was 68 percent. On the other hand, average score given by PRs and officials' for the same statement was 74 and 83 percent respectively. 74 percent beneficiaries replied that they either 'agreed' or 'strongly agreed' with the statement- 'they were harassed by middlemen in terms of service received', where the average score was 80 percent; in contrast, 74 percent public

representatives and concerned officials endorsed the view of service users. It is revealed that 78.9 percent beneficiaries replied that they either 'agreed' or 'strongly agreed' with the statement- 'delivery of services were surrounded by cumbersome procedures', whereas the average scoring was 80 percent; in contrast, 74 percent PRs and 70 percent officials endorsed the view of service users. This indicates that there is plenty of scope to remove the complex procedures and to simplify the process of service delivery to augment the level of satisfaction of beneficiaries.

Level of Satisfaction with Office Environment of the Respondents: About 54 percent clientele replied that the situation was 'good' and 36.3 percent made their opinion with 'excellent' remarks in this regard. On the other hand, 50 percent public representatives and 45 percent officials replied that in terms of cleanliness it was excellent. It is exposed from the findings that in respect to seating arrangement weighted average rating of beneficiaries and officials was quite close to each other; however, public representatives did not endorse the same view. The study shows that rating of public representatives were always lower than those of the clientele and officials in terms of supply of pure drinking water and consistent opinions are marked by beneficiaries and officials in this aspect. 44 percent beneficiaries replied that the position of 'toilet facility' was 'good' and 8.2 percent made their opinion with 'excellent' remarks in this regard. On the other hand, about 28 percent clientele & public representatives and 60 percent officials marked that 'toilet facility' was average standard. It may be noted that 41.7 percent public representatives marked 'poor' about the toilet facility. Satisfaction level of clientele may also be determined with the existence and standard of canteen facilities of the office. The study shows that all the three categories of respondents rated lower standard against this variable. 50 percent public representatives opined that arrangement for copying and duplicating was 'poor'; whereas, about 32 percent beneficiaries advocated in favour of 'average' standard of the facility. It is observed that none of the public representatives opined that availability of facility was excellent.

Problems Identified by the Respondents: The respondents recognized the following problems as barrier to delivery of services-inadequate allocation of money, shortage of skilled field workers, absence of accountability of officials, complex administrative procedures and lack of local level coordination, harassment of middleman, absence of proper remedial measures relating to complain of clients, inadequate supervision by local representatives, lack of individual responsibility of performing tasks, lack of Information Assistance Centre and ICT facilities,

inadequate decision making authority, lack of understanding of the people about service delivery procedures, negative attitudes of officials, inadequate supervision and evaluation of work, lack of hearing of the officials and absence of bill-board with mentioning the service available in office.

Suggestions of the Respondents: Respondents advocated to take followings measures to provide quality services to the clientele- adequate fund allocation and timely release, required number of skilled field workers should be employed/deployed, strengthening coordination at local level, speedy solution of the complain of clients, supervision of work jointly by officials and PRs, provision of severe punishment of middlemen, Displaying Bill/Notice Board in conspicuous places indicating services offered by DSS, provision of reward and punishment, computer facility and modern technology should be arranged, build up awareness of the citizens through publicity, necessary logistics support for task accomplish, clients should be informed regularly about the progress of the work, arrangement of necessary need based training to clientele, officials should be given necessary incentives, delegation of decision making to concerned implementing officer, knowing decision as a right should be ensured and use of name card/tag by service providers.

Recommendations: To maximize the level of satisfaction of the beneficiaries the following recommendations are derived from the study findings and analysis:

- Services should be provided within the stipulated time
- Increase efficiency of the officials and thus to ensure economy in service delivery
- Officials should maintain highest level of honesty and integrity
- Customers feedback should be honoured and corrective measures need to initiate
- Harassment by middlemen should be removed
- Disqualified citizens should not be selected as beneficiary under SSNP
- Toilet and canteen facilities should be improved
- Regular provision to allocate and release adequate money to meet the demand of clientele
- Coordination problem at local level should be mitigated
- Training on ICT - modern technology and national integrity should be given priority to attain government policy
- Interaction between officials and clientele need to be strengthen.

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Researchers

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LIST OF ABBREVIATIONS

BPATC	Bangladesh Public Administration Training Centre
DSS	Department of Social Services
FY	Five Year/ Fiscal Year
GDP	Gross Domestic product
GOB	Government of Bangladesh
Hk	Hong Kong
ICT	Information Communication Technology
MDG	Millennium Development Goal
NGO	Non- Government Organization
PARC	Public Administrative Reforms Commission
PPRC	Public Policy Research Centre
PRSP	Poverty Reduction Strategic Paper
SSN	Social Safety Net
SSNP	Social Safety Net Programme
UNDP	United Nations Development Programme
UP	Union Porishad
USSD	Upazila Social Services Department

CHAPTER I

INTRODUCTION

Statement of the Problem

1. In our country, citizens are to communicate often with the officers and staff working at different levels in various Ministries/Divisions situated in and outside the Secretariat and also with their Departments, Directorates, Corporations, Autonomous bodies and other offices situated in different parts of Bangladesh. Public service is the only logic for existence of these organizations. But it is an undeniable fact that instead of public service in many cases people experience indescribable sufferings and harassment. In many cases there is no arrangement for accountability of these service providing agencies. Lack of accountability in public service is gradually becoming a common practice beginning from the Secretariat- the highest level to Upalila, Union or Ward- the lowest level. The manpower and the expenditure of different public service organizations are increasing with the simple logic of developing their standards and widening their extent of work. But in reality, in many cases, the situation is rather worsening (PARC Report, Vol. 2P-1).
2. Public agencies have been generally characterized as being rigid, nonresponsive, inefficient and ineffective pre-occupied with process rather than results, driven by out dated rules and regulations. They are regarded as insensitive to the changing demands of the people rules and regulations. Also in general, public servants have not acted as “servant” of the people, but rather as their “masters”, they are sometimes politically influenced and almost immune from the requirement of accountability¹ and transparency². The concepts of “effectiveness” & “efficiency³”, and “dynamism” seem to be quite remote from their actual practices. Some public officials may be personally cognizant of the changes that have replaced in modern public management, but the

¹ Accountability of action that we perform in doing business. Accountability to clients - mean the people for whom we are meant for i.e., we are for the people. It refers strong loyalty for government rules, regulations, laws/acts etc.

² Transparency is clarity of action and ideas before the people- before the clients. Clients are the stakeholders, beneficiaries. Show one energetic, careful, smart, pro-people, positive and honesty.

³ **Effectiveness** refers to how useful something is. **Efficiency** refers to how well something is done, For example, a car is a very effective form of transportation, able to move people across long distances, to specific places, but a car may not transport people efficiently because of how it uses fuel. Effectiveness is about doing the right things—.Efficiency is simply about doing things right — i.e., completing a task cheaper or faster.

environment in which they function has not yet allowed these changes to filter into their administrative behavior and impact on the conduct of public duties in the service of the people. It is therefore necessary to analyze the root causes that have led to the present situation (PARC Report, Vol-1)

3. The general perception is that the members of the public are harassed and humiliated by public officials and the members of the public have taken the shape of benefactor and beneficiary, although the public servants were meant to provide service to public. People are unaware of how and where to obtain specific services and often fall prey to middlemen and corrupt practices. Cumbersome procedures and the slow pace of decisions and service delivery cause suffering to the people and waste public resources and time. It is, therefore, urged that citizen's charter may protect the rights of the general mass. A citizen's charter is basically a document where precisions are made indicating the services available along with the commitments of the service delivery organizations to provide such service efficiently and accountably, which ensure value for money paid for the services. Past efforts for encouraging public agencies to define the reasons for their very existence and therefore, their mission and functions, required inputs, and expected outputs- did not lead to positive results. The introduction of citizen's charters will create and nurture the culture of providing services and improve service delivery to clients. (PARC Report, Vol-1). The experiences show that though there are rules, regulations and citizen charters, people are still deprived from the services as they expect from the public servants.
4. The environment within which social welfare services are rendered has changed during the past few years. The change has been brought about largely by changes in the socio-economic and political situation in Bangladesh, which need policy reviews to make social welfare programmes and services responsive to the needs of the poorest of the poor who are the most vulnerable groups in society.
5. The major concern of delivery of services under Social Safety Net Programs (SSNP) include to serve the beneficiaries and to make them satisfied with the services. It is generally said and observed that beneficiaries are not selected neutrally and in most of the cases public representatives play irrational role in this regard; it is also observed that

beneficiaries under SSNPs are not fully satisfied with the services delivered by service providers. This issues need to be investigated.

6. Considering the above statements this study aims to explore the present selection process and satisfaction level of beneficiaries', views and expectations from the public servants in terms of delivery of services of Upazila Social Services Department and to find-out the ways & means to improve the existing situation.

7. Research Questions

Keeping in mind the statement of the problems of the study mentioned above, the key concern of this study is to know whether standard norms of selection procedures of beneficiaries are followed or not and to find out the level of satisfaction of beneficiaries from the delivered services by social services department. Hence the major research questions are:

- a. What are the opinions about selection of the beneficiaries under social safety net program of Upazila Social Services Department (USSD)?
- b. How much the level of satisfaction the beneficiaries receipt from delivery of services?

8. Objectives of the Study:

The general objective of this study is to find out the standard of selection procedures and examine the level of satisfaction of beneficiaries from the service they received under SSNP. The specific objectives of the research study are to:

- i) know whether the standard selection procedures of beneficiaries are followed or not
- ii) find out the level of satisfaction of the beneficiaries about Social Safety Net (SSN) programs delivered by Upazila Social Services Department (USSD)
- iii) make recommendation (if appropriate) on the line of findings.

9. Scope of the Study:

The study focuses on the followings:

- a. to observe the existing nature of social safety net programme of Upazila Social Service Department

- b. to appreciate the selection procedures of the beneficiaries under SSN program
- c. to assess the satisfaction level of beneficiaries under SSNP
- d. to detect the existing barriers for rendering prompt service to the people by the concerned departments and
- e. to make suggestions to improve delivery of public services as per expectation of beneficiaries/citizens by the Upazila Social Services Department.

10. Rationale of the Study:

Bangladesh Public Administration Training Centre has been given the mandate to develop the human resources through imparting training and the ultimate aim of these training is to improve the delivery of public services as per expectation of the citizens. There are several sessions on “improving service standard of the organizations” in Foundation Training Course (FTC) and Advanced Course on Administration & Development (ACAD) & other short courses. The output of the study may be fruitfully used as training materials in those courses to understand the gap between service delivery and expectation of the general mass.

A meticulous and critical study has been made in respect of service delivery in Upazila Social Services Department as expected by the concerned citizens. It is expected that the strength and pitfalls of delivery may help rethink and re-design the future plan of the concerned organizations, so that these organizations may be more pragmatic to render service as per expectation of the people.

Besides, scholar and researchers, theoreticians and practitioners who are interested to know more about the existing situation of service delivery may find the output of the study valuable.

11. Expected Benefit of the Research Study:

The expected benefit of the study may be as follows:

- i. Understand the level of satisfaction of beneficiaries from service delivery of social services department
- ii. The findings and recommendations of the research work are expected to develop a new and improved process of public service delivery system of Social Service Department, which may be used by the macro-level policy makers.

- iii. At the agency level the heads of a Social Welfare officers/department/directorate will be able to derive benefit from the findings
- iv. Ultimately any new and developed system of service delivery will directly benefit the common people in the society.

Meaning of Key Terms

For better understanding of the study, the term 'service', 'key attributes of services', 'service delivery', 'key concepts of social services', 'practice environment of social welfare services', 'values and principles for service delivery' and 'indicators of customer satisfaction' have been discussed below:

1.1 Meaning of Service:

- 1.1.1 The term service has different meanings. Most related meaning to the study are as follows:
- 1.1.2 Service can be denoted as "an act of help or assistance". "work done by one person or group that benefits another" and "a agency or company that performs a public service, subject to government regulation."
- 1.1.3 In economics and marketing, a service is the non-material equivalent of a good. Service provision has been defined as an economic activity that does not result in ownership, and this is what differentiates it from providing physical goods. It is claimed to be a process that creates benefits to the clientele by the service providers.

1.2 Key Attributes of Service:

Service can be described in terms of their main attributes.

- 1.2.1 Intangibility- They cannot be seen, handled, smelled etc. There is no need for storage. Because they are difficult to conceptualize, service marketing requires creative visualizations to effectively make the intangible more concrete. From the customer's point of view, this makes it difficult to evaluate or compare services prior to experiencing the service.
- 1.2.2 Perishability- Unsold service time is "lost", that is, it cannot be regained. It is a lost economic opportunity. For example a doctor that is booked for only two hours a day cannot later work those hours- she has lost her economic opportunity. Other service

examples are airplane seats (once the plane departs, those empty seats cannot be sold) and other seats (sales end at a certain point).

- 1.2.3 Lack of transportability- Service must be consumed at the point of “production”.
- 1.2.4 Lack of homogeneity- Service is typically modified for each client or each new situation (customized). Mass production of service is very difficult. This can be seen as a problem of inconsistent quality. Both inputs and outputs to the processes involved providing service are highly variable, as are the relationships between these processes, making it difficult to maintain consistent quality.
- 1.2.5 Human intensity- Services usually involve considerable human activity, rather than precisely determined process. Human resource management is important. The human factor is often the key success factor in service delivery.
- 1.2.6 Demand Fluctuations- It is very difficult to estimate demand. Demand can vary by season, time of day, business cycle, etc.
- 1.2.7 Client Involvement- Most service provision requires a high degree of interaction between client and service provider.

1.3 Service Delivery

The delivery of a service typically involves five factors:

- 1.3.1 The service providers
- 1.3.2 Equipment used to provide the service (e.g. vehicles, machine, cash registers)
- 1.3.3 The physical facilities (e.g. building, parking, waiting rooms etc.)
- 1.3.4 The client
- 1.3.5 Other customers at the service delivery location.

The service is defined as all activities involved in the service delivery process. Some service managers use the term “moment of truth” to indicate that defining point in a specific service where interactions are most intense.

1.4 Key Concepts of Social Services

This section explains key concepts social services:

1.4.1 Social welfare: Social Welfare refers to conditions of social well-being when social problems are satisfactorily managed, social needs are met and social opportunities are created to meet needs of individuals, families, groups and communities.

1.4.2 "In its narrowest sense, social welfare includes those nonprofit functions of society, public or voluntary, which are clearly aimed at alleviating distress and poverty or at ameliorating the conditions of the casualties of society." (*Dolgoft and Feldstein 1980*)

1.4.3 *United Nations in 1967 defined social welfare as* "social welfare as an organized function is regarded as a body of activities designed to enable individuals, families, groups and communities to cope with the social problems of changing conditions. But in addition to and extending beyond the range of its responsibilities for specific services, social welfare has a further function within the broad area of a country's social development. In this larger sense, social welfare should play a major role in contributing to the effective mobilization and deployment of human and material resources of the country to deal successfully with the social requirements of change, thereby participating in nation-building."

1.4.4 *Hong Kong Government in White Paper- 1979* "Used in its broadest sense the term 'social welfare' can embrace all efforts aimed at improving health, education, employment, housing, recreational and cultural services for the community at large. However, for the purpose of the White Paper, 'social welfare' will be used in a narrower sense as the range of services provided by Social Welfare Department and the voluntary welfare sector.

1.4.5 "Social welfare (in HK) embraces laws, programmes, benefits and services which address social needs accepted as essential to the well-being of a society. It focuses on personal and social problems, both existing and potential. It also plays an important developmental role by providing an organized system of services and institutions which are designed to aid individuals and groups to achieve satisfying roles in life and personal relationships which permit them to develop their full capacities and to promote their well being in harmony with the needs and aspirations of their families and the community"

(Hong Kong— Review 1998).

Social welfare Services: Services and programmes that are provided to meet social needs and create opportunities for people to realize their potentials. Services include prevention

and promotion, social assistance and social relief, protection, statutory social support and aftercare services.

Social Safety Net:

- i. The social safety net is a collection of services provided by the state or other institutions such as friendly societies, including welfare, unemployment benefit, universal healthcare, homeless shelters, and sometimes subsidized services such as public transport, which prevent individuals from falling into poverty....
- ii. Social Safety Net (SSN) is defined as actions, policies and programs that attempt to reduce poverty through direct transfer of resources to the poor (PRSP p. 37). The SSN intends to or at least help ensuring a minimum level of income for the extreme poor, who are unlikely to benefit much from the economic growth.
- iii. Safety nets appeared prominently in the Research Need Digest of the NFPCSP prepared in 2006 and more than one half of the research topics proposed by the survey respondents of the NFPCSP were related to safety nets. Although the issue of safety nets is widely researched, it still commands fresh attention particularly with respect to efficiency in implementation and a reemphasis on it appeared important especially in the backdrop of decreasing international aid and increasing the incidence and severity of disasters.

1.5 Practice Environment of Social Welfare Services⁴

1.5.1 An understanding of the practice environment for social welfare services and service providers entails recognizing the interrelatedness of the socio-economic factors that affect people's lives, the complexities of social needs, the challenges facing social welfare services and the diversity of role players in the system.

1.5.2 Social welfare services are rendered in a variety of contexts by a wide spectrum of practitioners. The services may focus on a total population in a specific community or only on specific target groups in the community. A community can be described in terms of geographic location or a specific confined space such as residential area, workplace or correctional centre. The services may also address all the needs in the community or in a specific focus area, then specific description of the community, target group and focus area determines which of the collaborative partners will be involved in the service delivery as well as the spectrum of practitioners who will be involved.

⁴ Framework for Social Welfare Services, South Africa- 2013, p. 5-6 (Available online: http://www.dsd.gov.za/index2.php?option=com_docman&task=doc_view&gid=515&Itemid=39).

1.6. Values for Service Delivery

Core values of an integrated developmental social welfare services approach are:

- 1.6.1 Acknowledgement of and respect for people's potential to develop and change.
- 1.6.2 Recognition of the rights of all people to participate in their own development and decision making and to be accountable for their own lives.
- 1.6.3 Commitment to facilitate social processes that build effective relationships as well as healthy organizations and communities.
- 1.6.4 Joint responsibility for the delivery of integrated developmental social welfare services.

1.7 Principles for Service Delivery

The followings are considered as key principles of a developmental social welfare approach in service delivery:

- 1.7.1 Accountability: All legislation, policy and regulations should be complied with.
- 1.7.2 Accessibility: Accessibility of services in terms of physical and geographical conditions, time, language and need should be ensured.
- 1.7.3 Appropriateness: Appropriate services to respond to social, economic, cultural and political conditions.
- 1.7.4 Efficiency and effectiveness: Objectives should be achieved in the most cost-effective manner.
- 1.7.5 Empowerment: Power relations should shift towards people so that they can achieve greater control and influence over decisions and resources that impact on the quality of their lives through increasingly interdependent relationships.
- 1.7.6 Equity: The allocation of resources should be based on need, priorities and historical imbalances.
- 1.7.7 Partnership: Government, civil society and the business sector should accept collective responsibility to deliver services.
- 1.7.8 Participation: People should be fully engaged in their own process of learning, growth and change starting from where they are and moving at their own pace.
- 1.7.9 Self-reliance: People should be connected to each other and their environment in ways that make them more effective in their individual and collective efforts towards achieving a better life and developing leadership, decision –making and planning skills, among other things.

1.8 Measuring customer Satisfaction⁵

As noted above, service quality dimensions and factors have been researched widely for a range of public and private services- and just about all individual studies include some amendments or additions to reflect the particular service being researched. There is therefore little to be gained in attempting to outline a comprehensive approach here. However, it is worth outlining a list of 18 quality determinants compiled by Johnston (Johnston 1995).

- 1.8.1 Access: the physical approachability of service location, including the ease of finding one's way around the service environment and the clarity of route.
- 1.8.2 Aesthetics: extent to which the components of the service package are agreeable or pleasing to the customer, including both the appearance and the ambience of the service environment, the appearance and presentation of service facilities, goods and staff.
- 1.8.3 Attentiveness/helpfulness: the extent to which the service, particularly of contact staff, either provides help to the customer or gives the impression of interest in the customer and shows a willingness to serve.
- 1.8.4 Availability: the availability of service facilities, staff and goods to the customer. In the case of contact staff, this means both the staff/customer ratio and the amount of time each staff member has available to spend with each customer. In the case of goods, availability includes both the quantity and the range of products made available to the customer.
- 1.8.5 Care: the concern, consideration, sympathy and patience shown to the customer. This includes the extent to which the customer is put at ease by the service and made to feel emotionally (rather than physically) comfortable.
- 1.8.6 Cleanliness/tidiness: the cleanliness, and the neat and tidy appearance of the tangible components of service package, including the service environment, facilities, goods and contact staff.
- 1.8.7 Comfort: the physical comfort of the service environment and facilities.
- 1.8.8 Commitment: staff's apparent commitment to their work, including the pride and satisfaction they apparently take in their job, their diligence and thoroughness.
- 1.8.9 Communication: the ability of the service providers to communicate with the customer in a way he or she will understand. This includes the clarity, completeness and accuracy of both verbal and written information communicated to the customer and the ability of staff to listen to and understand the customer.

⁵ Public Service Reform: Understanding Customer Satisfaction- A MORI Review for the Office of Public Services Reform, Prime Minister's Office of Public Service Reforms, p.21-22 (Available online: https://www.ipsos-mori.com/DownloadPublication/1202_sri_local_gov_public_service_reform_measuring_and_understanding_customer_satisfaction_042002.PDF)

- 1.8.10 Competence: the skill, expertise and professionalism with which the service is executed. This includes the carrying out of correct procedures, correct execution of customer instructions, degree of product or service knowledge exhibited by contact staff, the rendering of good, sound advice and the general ability to do a good job.
- 1.8.11 Courtesy: the politeness, respect and propriety shown by the service, usually contact staff, in dealing with the customer and his or her property. This includes the ability of staff to be unobtrusive and non-interfering when appropriate.
- 1.8.12 Flexibility: a willingness and ability on the part of the service worker to amend or alter the nature of the service or product to meet the needs of the customer.
- 1.8.13 Friendliness: the warmth and personal approachability (rather than physical approachability) of the service providers, particularly of contact staff, including cheerful attitude and the ability to make the customer feel welcome.
- 1.8.14 Functionality: the serviceability and fitness for purpose or “product quality” of service facilities and goods.
- 1.8.15 Integrity: the honesty, justice, fairness and trust with which customers are treated by the service organization.
- 1.8.16 Reliability: the reliability and consistency of performance of service facilities, goods and staff. This includes punctual service delivery and an ability to keep to agreements made with the customer.
- 1.8.17 Responsiveness: speed and timeliness of service delivery. This includes the speed of throughput and the ability of the service providers to respond promptly to customer requests, with minimal waiting and queuing time.
- 1.8.18 Security: personal safety of the customer and his or her possessions while participating in or benefiting from the service process. This includes the maintenance of confidentiality (Johnston 1995).

1.9 Brief Statement about Social Safety Net Program (SSNP) in Bangladesh

SSNPs are needed to address issues like uncertain events, poverty, vulnerability, etc. Safety nets therefore do not only protect individuals from transient periods of poverty like loss of employment, sudden illness, or natural disasters, but also protect individuals from lifetime poverty that can arise from lack of education and poor health, specifically in childhood. Thus the safety net programmes create a path towards poverty reduction in the long run. In other words, the safety net program, a mechanism motivated by both equity and efficiency considerations is expected to reduce poverty through investment in human capital (Ahmed. Ishita and others, 2014). These programmes try to address both income poverty and human poverty.

Social Safety Net (SSN) is a new concept in Bangladesh but not in the world. Different countries over the world who have undertaken different programmes of SSN have already observed the positive impacts of these on their economy. The target of SSNP is to reduce the poverty line to the lowest level. (Annual Report, 2010-11). The major Social Safety Net Programs in Bangladesh can be divided under four broad types: i) employment generation Programs; ii) programs to cope with natural disaster and other shocks; iii) incentives provided to parents for their children's education; and iv) incentives provided to families to improve their health status (Barakat-e-Khuda, 2011). Among the above mentioned categories Upazila Social Services office provided almost all the services to the designated beneficiaries/ stakeholders under its various programs and activities (Service Profile: Social Service Department: 2015:p-6). Bangladesh has an ample range of social safety net programmes. Numerous specifically designed social safety net programmes are being directly operated by the Government of Bangladesh. At present as many as 145 different SSNP programs under different categories are being implemented by the Government (Annex-1). But this piece of research did focus only four special type of SSNP program among the 145. And those are Old Age Allowance, Allowances for the Widow, Programme for Improving the Livelihood of Harijan, Dalit, Bade common unity, Stipend for Disabled Students, Allowances for Insolvent Disable and Freedom Fighter allowance.

Old Age Allowances was started from FY 1997-98 to cover only 10 very old and poorest persons per Union Parishad or about 44,000 beneficiaries. This was increased gradually to 1,315,000 in 2002-03 and now in 2008-09 increased to 2,000,000 beneficiaries and allowance increased to Tk. 250 per month. Now the total number of beneficiaries is approximately 30,00,000 and the per month allowance is Tk. 400/-. This program is being implemented by Department of Social Services under Ministry of Social Welfare from its inception. Main Objectives of this program are: i) Ensuring socio-economic development and social security for the elderly; ii) Increase the dignity of elderly within family and community; iii) Straightening of mental health through grant to elderly; and iv) Grant for Medicare and increase of nutritional support. The criteria for getting these Allowances are: In case of Age, 65 years old or Above (Male) and 62 years old for female and priority will be given to the oldest citizen. In case of economically, distressed families, asset less, migrated and landless will get priority; In case of social Condition, widow, divorcee, person having no issues and citizens separated from family

will get priority. Landless person will get priority. In this context a person is defined landless if the land other than homestead amounts 0.50 acre or less. Birth registration/National ID number is mandatory to get the allowance (Ministry of Social Welfare). Concern committee selects the applicants. But during data collection period, whenever researchers met with the beneficiaries, non-beneficiaries, public representatives and concerned officials, different scenario has been revealed. Most of the cases public representatives enrolled those senior citizens whom s/he feel his man (Own party man) Concern Member of the Parliament, Upazila Chairman, Union Chairman and members and Local ruling party men most of the cases made list and then forwarded it to the concern Officials. Though all the time Officials are not bound to comply the list provided by the public representative or local ruling party man but most of the time they have to maintain list getting from the above mentioned. Though the Officials some time do not follow the list provided by the public representatives but they have to consult those list. For this reason, some influential people are getting this benefit regularly even some enrolling others SSNP program though one is not eligible while s/he is under one program. Because of this manipulation, nepotism and corrupt practice non-enroll beneficiaries, Officials are not satisfied of this program. Even beneficiaries are not also satisfied because of mainly two reasons: one is the amount they are getting per month. Under this program beneficiaries get only 400 taka per month which is very poor they thought. And another reason is process and behavior of the concern officials who are responsible to implement this program. Though the amount is very poor but beneficiaries are getting relief from their measurable condition, some thought, because as they are getting 400 taka per month they got some potion in their concern society/village even in their own family. It has been developed a sense of belonging among the beneficiaries that they are also an important part of the society. The research team poses same view and opinion. Following table shows the Gradual development (increase or decrease) of Old Age Allowances over time:

Fiscal year	Number of Beneficiary (In Thousand Person)	Per head per month Allowance (In Taka)	Total Allocation (In Million BDT)
1998-99	403.11	100	485.00
1999-00	413.19	100	500.00
2000-01	415.17	100	500.00
2001-02	415.17	100	499.20
2002-03	500.39	125	750.58
2003-04	999.99	150	1799.99
2004-05	1315.00	165	2603.70
2005-06	1500.00	180	3240.00
2006-07	1600.00	200	3840.00
2007-08	1700.00	220	4488.00
2008-09	2000.00	250	6000.00
2009-10	2250.00	300	8100.00
2010-11	2475.00	300	8910.00
2011-12	2475.00	300	8910.00
2012-13	2475.00	300	8910.00
2013-14	2722.50	300	9801.00
2014-15	2722.50	400	13068.00
2015-16	3000.00	400	14400.00

Source: Ministry Social Welfare

Allowances for Widow and Husband's Deserted Destitute Women was started from FY 1998-99 and this program is being implemented by Department of Social Services under Ministry of Social Welfare from its inception. The main objectives of this allowance are:

- Ensuring socio-economic development and social security for the Widow and Husband's Deserted destitute Women;
- Increase the dignity of Widow and Husband's Deserted destitute Women within family and community;
- Straightening of mental health through grant to Widow and Husband's Deserted destitute Women;
- Grant for Medicare and increase of nutritional support.

The selection criteria of beneficiaries for getting these Allowances are: In case of Age, older person will get preference. In case of Physical Condition, physically disable, completely physically incapable and sick will get utmost priority. In case of economically, distressed families, asset less, migrated and landless will get priority. Widow, Husband's Deserted women are only eligible. In case of social Condition, person having no issues, persons separated from family will get priority and distressed, landless and have two children below 16 year will g will

get priority. In this context a person is defined landless if the land other than homestead amounts 0.50 acre or less. Concern committee selects the applicants. (Ministry of Social Welfare). Like Old age allowances, same problems and blamed have been finger pointed by the beneficiaries as well as Officials. Even, it is said that those who are not divorce they are also getting this allowance because they are close aide of the public representatives by tempering the information and documents. But it has some tremendous effect on the beneficiaries as well as society. Enlisted beneficiaries are getting some extra respect from their own family and society from those who are not enlisted. The present study's researchers get similar observation form the field. In case of selection procedure of beneficiaries it was identified miss management, irregularities and nepotism. This is why some stake holders such as official and beneficiaries shown their dissatisfaction. Even, beneficiaries were not happy with behavior they are getting from the concern officials and their office environment. Considering all the above mentioned problems and deviation, stakeholders especially beneficiaries are very satisfied with the allowances they are getting. Because it is influencing and giving them position in the power structure of the society of beneficiaries'.

Following table shows the Gradual development (increase or decrease) of Widow and Husband's Deserted Destitute Women over time:

Fiscal year	Number of Beneficiary (in thousand person)	Per head per month Allowance(In BDT)	Total Allocation (In Million BDT)
1998-99	403.11	100	40.31
1999-00	403.11	100	40.31
2000-01	207.58	100	250.00
2001-02	207.58	100	250.00
2002-03	265.80	125	398.70
2003-04	500.00	150	900.00
2004-05	600.00	165	1188.00
2005-06	625.00	180	1350.00
2006-07	650.00	200	1560.00
2007-08	750.00	220	1980.00
2008-09	900.00	250	2700.00
2009-10	920.00	300	3312.00
2010-11	920.00	300	3312.00
2011-12	920.00	300	3312.00
2012-13	920.00	300	3312.00
2013-14	1012.00	300	3643.20
2014-15	1012.00	400	4857.60

Source: Ministry Social Welfare

Living standard Development program for Dalit, Harijan, Bēdē (gypsy) communities:

Dalit, Harijan, Bēdē (gypsy) communities are considered minority groups in comparison to the total population of Bangladesh. “*Dalit*” are the communities or group of people who are neglected and trampled in the society. They are also discriminated from the other groups on the basis of their caste. According to the survey of Social Services Department, there are about 43,58,249 (forty three lakh fifty eight thousand two hundred forty nine people in the *Dalit* communities of our country, from which about 12,85,000 (Twelve lakh eighty five thousand) people are from *Harijan* communities (Ministry of Social Welfare). Baashfor, Domar, Rawuth, Telegu, Hena, Hari, Laal-beghi, Balliki, Doam, etc are races from the *Harijan* community. Similarly, *Dalit* communities consist of races such as: Rishi, Shonnashi, Behara, Dhopa, Haajam, Nikari, Pattni, Teli, Jeley, etc. Gypsies are considered as people from the *Bēdē* community. They are known as the most neglected, disregarded and mistreated minority groups in our society. There are around 7,80,260 (seven lakh eighty thousand two hundred sixty) people in this community, among which 99% are Muslims and around 90% are illiterate. The majority of the *Bedes* live on snake related trading, such as snake charming, snake catching, snake selling, etc. They also sell lucky heathers, herbal medicines, which they claim have magical properties. *Bedes* other occupations are in the entertainment services (eg. monkey shows, magic shows) and petty trading. So, it has become increasingly important to ensure the fundamental rights of this marginalized group and improve their living standards. The government has taken necessary steps to improve the living standards of these communities. The rehabilitation program was initially started in seven districts of the country.

Aims and Objectives:

- To provide allowance for incapable and poor who are 50 and above
- To ensure scholarship for the children of *Dalit, Harijan, Bēdē* (gypsy) communities
- To provide proper Training for improving their skill and efficiency
- To enhance their respect in the society

In the 2012-2013 fiscal year, the pilot program was initiated in 7 districts which included Dhaka, Chittagong, Nowgaon, Dinajpur, Patuakhali, Jessore and Habiganj. Around 66 Lakh Taka was invested. Children above 5 years were also provided with education scholarships. And about 875

students enjoyed the privilege. 2100 incapable, homeless, old-aged people were provided with Taka 300 monthly allowance. Total beneficiaries were 2975 person (Ministry of Social Welfare). In the 2013-14 fiscal year in order to improve the living standard of these under-privileged minority groups, around 7 crore 96 Lakh and 98 thousand Taka is allocated . 14 more districts are included under the development program, which are Munshiganj, Faridpur, Narayanganj, Gopalganj, Barisal, Bhola, Kushtia, Noakhali, Pabna, Tangail, Nilphamari, Comilla, Sherpur and Brahmanbaria respectively. This fund is currently being distributed among 21 districts in training and development of 1050 people. Moreover, 2877 student received education scholarship, 10500 people of this group who are 50 above received allowance. Total number of beneficiaries was 14,427. In the 2014-15 fiscal year in order to improve the living standard of these under-privileged minority groups, around 9 crore 22 Lakh and 94 thousand Taka is allocated . In this year, 10539 people from this minority group will receive monthly 400 taka old age allowance, 2877 students will receive educational scholarship and around 1050 people who are 18 above will receive training. After training 10 people from this group per district will get taka 10,000 (ten thousand) taka per head as rehabilitation grant and beneficiaries will be 210 people. Total number of beneficiary will be 14,676. Hopefully by the end of 2014-15 fiscal year, 14 more districts will also be under this development program. This is one of the important and time befitting programs taken by the government of Bangladesh. But in the field, during data collection, research team did not see any vigilance of this program, especially for the bede (gypsy). Because they are not living one place for a long time. They are continuing moving from one place to another. So it is very hard for the government officials to cover under any safety net programs. But initiatives are going on. Other two communities under this program, Dalit and Harijan, are getting this benefit and more or less they are happy with the benefit they are getting from the government under the social safety net program.

Education Stipend for Student with Disability

Sustainable human resource development depends on education. But still now student with disabilities are not yet able to enjoy equal facilities in educational institution. Beside, poverty also hinders them from getting education. To encourage the children with disabilities to enroll themselves in the educational institution, the Government has introduced stipend programme for the student with disabilities. The responsibility has given to Department of Social Services under Ministry of Social Welfare to implement this programme. The Department of Social Services has

been implementing this programme through some committee. Committees are National Steering Committee, District Steering Committee, Upazilla Programme implementing/ Municipal Programme Implementing Committee. The Stipend are Disbursed through Banking Channel.

Eligibility for getting the Stipend:

- (i) Candidate must be the citizen of Bangladesh.
- (ii) Must be the age of 5 years and above.
- (iii) Must be the handicapped in accordance with The Rights and Protection of Person's with Disability Act, 2013
- (iv) Must be the Student with Disabilities of the educational Institution stated in Serial No. 3
- (v) Percentage of attendance must be 50%
- (vi) Must attend the Annul Examination.
- (vii) Must have Registration Certificate issued by District Social Services Office.

Rate of Stipend: 2015-16 to onward

Sl. No	Class Level	Class	Amount of Stipend Per month
1.	Primary Level	i to v	Tk. 500/-
2.	High School Level	vi to x	Tk. 600/-
3	College Level	xi to xii	Tk. 700/-
4.	University Level	Graduation and above	Tk. 1200/-

Source: Ministry of Social Welfare

The year wise statistics of the distribution of the Stipend for the Disabilities is given below:

Fiscal Year	Fund (million BDT)	Number of Beneficiaries
2007-08	50	12,209 persons
2008-09	60	13,041 persons
2009-10	80	17,150 persons
2010-11	88	18,620 persons
2011-12	88	18,620 persons
2012-13	88	18,620 persons
2013-14	97	20,482 persons
2014-15	256	50,000 persons
2015-16	418	60,000 persons

Source: Ministry of Social Welfare

Through this programme enrollment of the Students with Disabilities have been increased. The benevolent activities of Government have reached at the grass-root level. The message of Education for All has reached to the persons with Disabilities who are the integral part of development agenda of the country.

Allowances for the Insolvent Persons with Disabilities was started from FY 2005-06 and this program is being implemented by Department of Social Services under Ministry of Social Welfare from its inception. The main Objectives of these programs are: i). To fulfill the constitutional and legal commitment to the physically challenge person; ii). development of Socio-economic condition of insolvent Disable Persons; iii). Brining the insolvent Disable Persons under the coverage of Social Safety Net Programs; iv) Monthly Allowance for the selected Disable person; and v) incorporate the disable person matter in the national work plan. Following table shows the Gradual development (increase or decrease) of Insolvent Persons with Disabilities over time:

Fiscal Year	Number of Beneficiary (in thousand person)	Per head per month Allowance (In BDT)	Total Allocation (In Million BDT)
2005-06	104.16	200	24.99
2006-07	166.66	200	39.99
2007-08	200.00	220	52.80
2008-09	200.00	250	60.00
2009-10	260.00	300	93.60
2010-11	286.00	300	102.96
2011-12	286.00	300	102.96
2012-13	286.00	300	102.96
2013-14	314.60	300	132.13
2014-15	400.00	500	240.00
2015-16	600.00	500	360.00

Source: Ministry of Social Welfare

Observation, earn from the field, indicates that this is a very effective program for the physically challenge people. They are getting assistance directly from the government and taking part of various local and national activities. Though the amount they are getting is not sufficient but they feel confident and secure because of this program. In comparison to others social safety net programs such as old allowances, widow allowance, it is less corrupted and less bias. Officials as well as beneficiaries are more or less satisfied with this program.

CHAPTER-II

Literature Review

Once a research problem has been selected and a (tentative) title has been agreed upon one need to explore the problem in its detail (Islam, 2000, p.2). This is normally done in three ways. First; as a member of the society everyone has some knowledge and experience about the subject matter. Second; by talking to the experts in the field and teacher or others who have firsthand knowledge about the subject. And third consult books, Journals and other documents particularly data bases, like the census report on the subject. This last is often called the Review of Literature (Islam, 2006, p. 2). The Review of Literature is basically a critical review of the existing knowledge on the subject or topic. It is an essential part in any research process. To carry out the present study, dealing will be with existing literatures having bearing upon the implementation dynamics of the Social Safety Net Programme (SSNP) in the context of Bangladesh under the Upazila Social Services Office. This study attempts to collect data through direct contact with the beneficiaries, public representatives and concerned officials. Social Safety Net project is one of the important commitments of the present government. Social Safety Net Programmes (SSNPs) are a set of public measures, which a society provides for its members to protect them from various types of economic and social hardships, resulting from a substantial decline in income due to various types of contingencies such as loss of cultivable land, crop failure, land and homestead loss due to river erosion, unemployment, sickness, maternity, invalidity, old age or death of earning household members (Khuda, 2011).

“SSNPs are motivated by both equity and efficiency considerations. They are intended to help the less well-off segments of the population and seek to offset credit and insurance market failures. In addition to creating a fairer society, SSNP play an important role in promoting economic growth by: (i) helping create assets at individual, household and community levels; (ii) helping individuals and households protect their assets when various types of shocks occur; (iii) helping individuals and households to use their existing resources more effectively, and thereby helping them to cope with various types of risks; and (iv) directly raising economic growth rates by reducing inequity. So, safety nets have typically been designed to serve one or more of a wide variety of distinct types of objectives. These objectives are often overlapping and interlinked and might be secreted. Values, history, resources, political commitment and socio-economic conditions determined the SSNP of a country. SSNPs are a significant module of Bangladesh

antipoverty strategy. The running programmes are designed to protect individuals falling into poverty, or to help them out of poverty line. The PRSP documents identify social protection strategies as one of the pillars of poverty reduction. So SSNPs are directly linked with poverty alleviation” (Tareq Hossain Khan, 2013, p.3).

There is a large and growing body of literature examining different dimensions of delivery of services. However, there exist a small number of studies on SSNP in Bangladesh. This chapter reviews the relevant literature on SSNP especially, those related to different types of SSNP undertaken by Social Services Department. Social Safety Net Programs (SSNP) is examined from micro point perspectives.

“The provision of social security and safety net programmes are a constitutional guarantee. According to our constitution the vulnerable people have rights to get state aid. In our constitution there are terms “rights to social security” and “social justice” that is to pronounce, state shall provide public assistance in cases of undeserved want arising from cruel poverty, unemployment, illness or disablement, or widowhood, or orphan hood or in old age, or in other such cases (*Articles 15 [c]*). Actually its our constitutional promise that Bangladesh shall adopt effective measures to remove social and economic inequality and to ensure the fair distribution of wealth among citizens, and of opportunities in order to attain a uniform level of economic development throughout the Republic (*Articles 19 [2]*)” (Tareq Hossain Khan, 2013, p.5). In Bangladesh, SSNPs are one of the key strategy-tools for poverty elevation. The dynamics of SSNPs in Bangladesh have presented a political agenda of democratic government. Therefore, day-by-day the numbers of SSNPs are increasing; up to 2013 that number became 98. It was 66 in 2008-09 fiscal year (Rahaman and Chowdhury, 2012) and now number of programs under SSN is 145.

In the paper national Strategy for Accelerated Poverty Reduction “Unlocking the Potential”, it has been mentioned that Bangladesh has a robust portfolio of Social Safety Net Programmes (SSNP) which addresses various forms of risk and vulnerability and attempt to reduce poverty through direct transfer of resources to the poor. But it seemed to the researchers that it has not been much visible whether project is working well or not. As there are multi agencies related to this programmes, it might lead to lack of coordination and overlapping at the one hand and inability to reaching the most deprived on the other” (M. Maniruzzaman, 2009). It has also been

observed in the field by the researchers during data collection time. The government is working for the unprivileged, unemployed and the challenged people for the improvement of their life strata. To implement this mission Social Welfare, Women and Children Affair and some other related Ministries are assigned (Ahmed S.S., 2007). Researchers also have seen the reality of the above mentioned statement during their study. In the same study they opined that the bulk of the safety net programmes are implemented through government channels. But non-government channels play an important supportive role particularly in those programmes focused on sustainable graduation (A PPRC-UNDP Research Initiative, 2012). But the researchers of the present study have different view. Because in Bangladesh, there are lots of complaints have been raised against NGOs from different corners. Bangladesh has a variety of social safety net instruments targeting almost all segments of the society who are at risk and need protection. However, with a budget of 2.8% of GDP¹⁵ these programmes are highly inadequate in coverage, are inflexible, unable to absorb transitory poor, and characterized by leakage and misappropriation (Morshed, 2009). Researchers also posed the same view. Targeting efficiency was reported “moderate” as per assessment of the World Bank indicating the need for rethinking on targeting criteria and institutional delivery mechanisms (M. Maniruzzaman, 2009). Barakat-E-Khuda in ‘The Bangladesh Development Studies’ (volume xxxiv, 2011), in a report, “Social Safety Net Programmes in Bangladesh: a Review” gave following recommendations that Social Safety Net Programmes need for 1) high-level political commitment. 2) effective Programme management and delivery 3) better targeting of beneficiaries 4) minimizing leakages 5) sound financial management and payment system 6) strengthening, monitoring and supervision at different levels.

The researchers of the present study have found that more than 100 projects are being implemented. (www.msw.gov.bd- log in 02.03.2016). But it has been explored that among them Old Age Allowance, Allowances for the Widow, Programme for Improving the Livelihood of Harijan, Dalit, Bade common unity, Stipend for Disabled Students, and Allowances for Insolvent Disable are the most impassive for reducing poverty and sustainable development. All of above mentioned Programmes are run by the Department of Social Services under Social Welfare Ministry under the Social Safety Net Coverage. Under those programs senior citizen and widow and distress women are getting support from the government. Though the amount is not smart

enough but it develops a sense of security among the beneficiaries. Not only that they are getting a position and status in their families as well as their societies. In case of Programme for Improving the Livelihood of Harijan, Dalit, Badi community, Stipend for Disabled Students, and Allowances for Insolvent Disabled it is also true. Because under the above mentioned activities and allowances selected beneficiaries are under the coverage of social safety net programs. Once upon a time physically challenged people (disabled) and so called untouchable people (Harijan) were not evaluated and addressed properly in the society. But as they are getting some kind of support and assistance from the government (In cash or Kind) their life style and living standard are being changed in a positive manner. The present government has placed elimination of poverty and inequity at the forefront of its development strategy. The aim is to bring down the poverty rate from 40 per cent in 2005 to 15 per cent by 2021. Investment in infrastructure, creation of employment opportunities during slack seasons, and increased coverage of social safety net programmes will lead to improvement in poverty situation; and priority will be given to activities targeting the extreme poor, women in poverty, landless poor and other disadvantaged groups. A strong and expanded social safety net is the main emphasis of the present government's vision to protect the poor from all types of social, economic and natural shocks (GoB 2009b). In the FY2010-11 budget, the government allocated 14.8 per cent of the total budget (compared to 15.2 per cent in the previous budget) and 2.5 per cent of the total GDP (compared to 2.25 per cent in the previous budget) for social security and social empowerment (GoB 2010, 2009c). Bangladesh did very well in case of achieving MDGs especially reducing poverty rate. Now in Bangladesh 31.5% people live below poverty line. Since the 1990s, there has been a declining trend of poverty by 1 percent each year. According to the 2010 household survey by the Bangladesh Bureau of Statistics, 17.6 percent of the populations were found to be under the poverty line (https://en.wikipedia.org/wiki/Poverty_in_Bangladesh log in 13.03.2016). According to a report published by *The Daily Prothom Alo*, the country's poverty rate is 25.6 (28.07.2014). On the other hand during FY 2008-09 annual income by per person was 759 which is 1314 in the financial year 2014-15 (Annual Report 2014-15 published by Planning Ministry). The World Bank announced in June 2013 that Bangladesh had reduced the number of people living in poverty from 63 million in 2000 to 46 million in 2010, despite a total population that had grown to approximately 150 million. This means that Bangladesh will reach its first United Nations-established Millennium Development Goal, that of poverty reduction, two years

ahead of the 2015 deadline. To the researchers it seemed that the project is foresighted but it has some problems like political influence, some mismanagement and lack of awareness of the rights of the beneficiaries. So, from the above mentioned data and information it is clear as broad day light that Bangladesh is doing well in reducing poverty. For reducing poverty different measure and initiatives, such as social safety net programmes are working as means to reach the goal. Among the different programs under the Social Safety Net- Old-Age Allowance, Allowances for the Widow, Programme for Improving the Livelihood of Harijan, Dalit, Bada common unity, Stipend for Disabled Students and Allowances for Insolvent Disable are vital and mentionable programmes.

It is observed that no study on level of satisfaction of the direct beneficiaries from SSNPs of social services department has so far been conducted. Thus a study on delivery of services and beneficiaries' satisfaction under SSNPs based on existing literature with some extensions needs to be undertaken.

CHAPTER-III

Methodology of the Study

3.1 Introduction

This chapter presents the research methodology that was applied during the study. The chapter presents the scope of the study, processes followed in sampling the Departments and service delivery station, the data collection process and data analysis.

3.2 Location of the Study

The study included four Upazila Social Services Departments (SSD). The list of Upazilas those were included in the study may be shown in Table 3.1.

3.3.1 Sampling: In conducting the research study several Upazila of Social Services Departments (SSD) were selected. Purposive sampling procedure was followed in selecting the SSD and their service delivery station. This type of sampling is useful in selecting a section of the research population which in the researcher's judgment provides the most useful information for the study. Apart from this, a random sampling procedure was taken into account to select beneficiaries'

3.3.2 Sample Areas & Sample Size: The study was undertaken in four Social services departments. These departments were selected from four Upazila of Dhaka and Manikganj districts. Dhamrai and Savar Upazila of Dhaka district and Saturaia & Singair Upazila of Manikganj district were the sample areas for the study.

The information, findings and analysis throughout the research paper are the compilation of the contribution of the respondents including 204 enlisted beneficiaries of Social Services Department, 36 public representatives and 20 officials. Several types of beneficiaries under Social safety Net (SSN) Programs were considered for the study. Among them old aged persons, widowed, dolita horizon, insolvent disabled, insolvent disabled students and freedom fighters were the target groups. They were asked to provide their opinions and views- who knew about the status of service delivery of the Social Services Department to improve service delivery at the grass roots level. Besides, opinions and suggestions were taken from 20 officials including Upazila Nirbahi Officers and Social Services Officials who are posted at Upazilas. Apart from these respondents, 36 public representatives such as Poura Councilors, UP Chairmen and Members were asked about the service delivery of social service department. The total

respondents of the four Upazila are 260. Distribution of sample areas and respondents is presented in Table 3.1.

Table 3.1 Distribution of Sample Upazilas and Sample Size

Name of District	Name of Upazila	No. of Respondents Under the Social Safety net Program(SSNP)							Pub. Repre- ntatives	Official includ. UNO	Total Respon- dents
		Old Aged	Widowed	Dolita Horizon	Insolvent Disable	Insolvent Disable Students	Freedom Fighter	Sub- Total			
Dhaka	Dhamrai	20	14	3	5	4	6	52	9	5	66
	Savar	20	13	5	6	6	6	56	8	5	69
Manik ganj	Singair	18	13	2	8	6	6	53	10	5	68
	Saturia	18	11	1	5	2	6	43	9	5	57
	Total	76	51	11	24	18	24	204	36	20	260

3.3.3 Salient Features of Beneficiaries of Upazilas SSD: The table 3.2 revealed that the average age of the respondents is 59.6 years. The average size of the family members of the respondents and those of dependent members are 5.09 and 3.70 respectively. It was found that average years of schooling of the respondents are 3 (2.99); whereas the average monthly income is Tk. 5597. It was disclosed from the study that average size of land of the respondents is 8.36 decimals.

Table 3.2 Summary Statistics of the Beneficiaries

Socio-economic Features	Respondents (Allowance Receivers)	
	Mean	Std. Dev.
Age of the (years) Respondents	59.60	18.36
Number of family members	5.09	2.60
Dependent family members	3.70	3.35
Years of Schooling	2.99	1.83
Monthly Household income (Tk.)	5597	6724
Average Cultivated Land (Decimal)	8.36	30.09
Total Number of Respondents	204	

Source: Field survey, February and March 2016.

3.3.4 Determinants of Beneficiary's Satisfaction⁶: In this study several determinants were used to measure the level of satisfaction of beneficiaries from public service delivery. These are stated below:

Fairness and Equity: This refers whether services are provided without discrimination and whether clients are treated fairly.

Accessibility: This denotes clientele satisfaction requires the Public Service to ensure that all citizens have equal access to the services to which they are entitled.

Timeliness: This refers to whether services were delivered within specified time and whether the services were delivered efficiently and are responsive to the clients' requirements.

Attentiveness: This denotes the extent to which the service providers taken quick decision to the beneficiaries and gives the impression of interest in the beneficiaries and shown willingness to serve.

Information: This implies that citizens should be given full, accurate information, availability of forms, and help desk about the public services that they are entitled to receive.

Knowledge and Competence: Endeavors to determine whether citizens are served by officials who are competent and knowledgeable about the service they offer.

Courtesy and Respect: Implies that citizens should be treated with courtesy and respect.

Value of Money/ Efficiency: This indicates to ensure that public services are provided economically, i.e. with minimum possible cost and within the shortest possible time.

Redress: Implies that if the promised standard of service is not delivered, citizens should be offered an apology, a full explanation and a speedy and effective remedy.

Outcome: Seeks to in the end, the citizens got the services they needed.

3.4 Tools of Data Collection:

3.4.1 Three sets of structured questionnaires were administered to collect required primary data. Questionnaire I (Annex-B) was used to gather information from the beneficiaries and questionnaires II and III (Annex-C & D) were prepared to collect data from Officials and Public Representatives.

- a. Questionnaire -I is used for collecting views and opinions of the enlisted beneficiaries regarding the extent of satisfaction from delivery of service

⁶ Key Drivers of Citizen Satisfaction with Public Service Delivery: Pilot Report 2009/2010, Public Service Commission, South Africa, P. 20-21 (Available online: [http://www.psc.gov.za/documents/2010/Report of CitizenFinalPrint%20.pdf](http://www.psc.gov.za/documents/2010/Report%20of%20CitizenFinalPrint%20.pdf).)

- b. Questionnaire -II is covered the opinions and views of the officials of Social Services Department and other officials including UNOs regarding various dimensions of service delivery and its issues
- c. Questionnaire -III is used for collecting views/opinions of public representatives of Pournasava and Union Parishad
- d. Checklist: Information not covers in the questionnaires were collected with the help of suitably prepare checklist. Besides, relevant records have reviewed to reach the aims of the project.
- e. Observation Method: Apart from questionnaire and checklist, the researchers in respect of service delivery of the sample areas made intensive observation.

Demographic profile, characteristics of the respondents are included in the first part of the questionnaires. Information about selection of the beneficiaries, level of satisfaction and suggestions to improve the service delivery are covered in the second part.

3.4.2. In every questionnaire, opinions of the respondents were gathered through 5 point 'Likert Scaling'⁷- where 1 denotes minimum level and 5 indicates maximum level of satisfaction and performance. Most of the questions are employed using the Likert scale type of question created by Rensis Likert in the 1930s.

3.4.3 The traditional way to report on a Likert scale is to sum the values of each selected option and create a score for each respondent. This score is then used to represent a specific trait — satisfied or dissatisfied. This method of reporting is also quite useful for evaluating a respondent's opinion of satisfaction features. In these cases the scores can be used to create a chart of the distribution of opinion across the population. This is a very useful question type when we want to get an overall measurement of sentiment around a particular topic, opinion, or experience and to also collect specific data on factors that contribute to that sentiment⁸. We should not use this form of question (or at least not call it a Likert scale) when the items in the question are unrelated to each other, or when the options are not presented in the form of a scale.

3.4.4 The main advantage of Likert Scale questions is that they use a universal method of collecting data, which means it is easy to understand them. Working with quantitative data, it is easy to draw conclusions, reports, results and graphs from the responses. Furthermore, because

⁷ The Likert scale is named after its inventor, psychologist Rensis Likert (1930), his original scale featured five points. In a Likert questionnaire item, respondents specify their level of agreement or disagreement on a symmetric agree-disagree scale for a series of statements. Thus, the range captures the intensity of respondents' feelings for a given item.

⁸ <https://www.surveygizmo.com/survey-blog/likert-scale-what-is-it-how-to-analyze-it-and-when-to-use-it/>.

Likert Scale questions use a scale, people are not forced to express an either-or opinion, rather allowing them to be neutral should they so choose. Once all responses are received, it is very easy to analyse them. Last but not least, it is very quick and easy to run this type of survey and it can be sent out through all modes of communication, including even text messages⁹.

3.4.5 With the purpose of assessing the opinions on the selection of beneficiaries and measuring the level of satisfaction of service delivery of service providing department, the study use 5 points Likert scale question. Respondents were asked to respond the statement, 'the beneficiaries were selected by organization following existing norms and procedures'; they replied with 1=strongly disagree, 2=disagree, 3=neither agree nor disagree, 4=agree and 5= strongly agree.

3.4.6 To know the standard of logistics provided by service provider, the respondents were asked to respond about different aspects of logistics. In this regard, they replied with 1=poor, 2=below average, 3=average, 4=good and 5= excellent.

3.5 Data Collection Period

Data were collected from the respondents by the researcher and selected data collectors. Six persons were trained in objectives, scope and methodology of the study. They collected data from four Upazila under close supervision of the researcher. The researchers came to direct contact of the respondents, talked to them and observed their socio-economic conditions. The researcher collected information from the local representatives. The survey was conducted during the period from early February to early March 2016.

3.6 Data Processing and Analysis

Collected data have been presented through various techniques. First, data were tabulated and analyzed with the help of graphs and some statistical methods like percentage, mean, median etc. The researcher participated in data analysis and graphical representation. Statistical Package for the Social Sciences (SPSS-17) is applied for processing data. Data (both quantitative and qualitative) have been presented in descriptive as well as tabular forms. Data received from Likert Scale type of question have been processed by summing the value of each selected option and create a score for each respondent. This score is used to represent a specific trait-satisfied or dissatisfied. In this study it is decided that if the average score of the respondents is 70 percent or more, then client is satisfied otherwise, they are dissatisfied.

⁹ <https://www.smartsurvey.co.uk/blog/advantages-of-using-likert-scale-questions/>.

3.7 Organization of the Study

The study is organized into following five chapters.

Chapter I contains introduction including the importance and background of the study, research questions, objectives, rationale and scope of the study and brief statement of Social Safety Net Programs (SSNP).

Literature has been reviewed in terms of service delivery under SSNPs in Chapter II.

Chapter III describes research methodology of the study. Sampling procedures, sample areas and the size of the respondents, data collection tools and period, data processing - analysis and hypothesis of the study are describe in this section.

Chapter IV provides empirical findings and analysis of data and information with reference to demographic profiles of the respondents, opinion about the standards of selection of beneficiaries under SSNP and criteria about level of satisfaction from delivery of services. The profiles are illustrated in terms of age, education, occupation, family size and monthly income of beneficiaries.

Summary of findings, recommendations followed by conclusions and limitations of the study have been discussed in Chapter V.

CHAPTER-IV

Empirical Findings and Analysis

In this report findings of the study have been analyzed into different categories. These are (a) demographic profiles of the beneficiaries, (b) opinion of the respondents (beneficiaries, public representatives and officials) about standards of selection of beneficiaries under Social Safety Net Programs (SSNPs), (c) overall satisfaction under SSNPs, (d) respondents' level of satisfaction received from delivery of services provided by the officials; (e) opinions of the respondents about the office environment and logistics provided by officials (f) besides, problems and suggestions identifies by the respondents to improve the delivery system of services are also discussed.

4.1 Demographic Profile of the Beneficiaries¹⁰

The demographic characteristics of the beneficiaries are presented in terms of age, education, occupation, family size and monthly income of the respondent households.

4.1.1 Distribution of Beneficiaries by Ages

It is observed from the study that mean age of beneficiaries is 59.6 years (Table 4.1.1). It is found that highest percentage (50.5) belongs to the age group of 61-70 years followed by that of 51-60 years. It is noticed that most of the beneficiaries (83.3 percent) are aged between 41 and 80 years, this result is expected as most of the respondents belong to old age and widowed category. On the other hand, 11.3 percent of the respondents belong to the age group of 71-80 years. Details are shown in Table 4.1.1.

Table 4.1.1 Beneficiaries by Age

Age Groups (Years)	Number of Respondents	Percent
8-20	16	7.8
21-30	5	2.5
31-40	5	2.5
41-50	18	8.8
51-60	26	12.7
61-70	103	50.5
71-80	23	11.3
81 and above	8	3.9
Average age	59.6	
Total Number of Observations	204	100.00

Source: Field survey, February and March 2016.

¹⁰ Beneficiaries are those respondents who receive allowances from SSD on account of old aged, widowed, insolvent disability, insolvent disable student, dolita horizon and freedom fighter.

4.1.2 Beneficiaries by Education

In terms of years of schooling, it was observed that majority of the respondents (50.0 percent) was illiterate followed by 'can write name' (19.6 percent) only. The information of educational attainment indicates that 11.3 percent respondents completed 11 to 15 years of schooling, where the average years schooling was 3 percent. The results indicate that the percentage of population having no/lower education is significantly high. The possible explanation lies in the focus of the study, most of the beneficiaries are extremely poor, widowed and insolvent disable. Details are shown in Table 4.1.2.

Table 4.1.2 Beneficiaries by Education

Years of Schooling	No. Respondents	Percent
0 (None/ Illiterate)	102	50.0
Can write name only	40	19.6
1-5	18	8.8
6-8	11	5.4
9-10	10	4.9
11-12	15	7.4
13-14	7	3.4
15 and above	1	0.5
Total	204	100.00
Mean Years of Schooling	2.99	

Source: Field survey, February and March 2016.

4.1.3 Beneficiaries by Household Size

It was observed that the average number of members of households is 5.09 and that of dependent number of members is 3.70. The highest percentage (31.4) of households has 5 to 6 members followed by 3 to 4 members (28.4 percent). 59.8 percent of the respondents has 3 to 6 family members; whereas, 18.1 percent respondents have 7 to 8 family members. On the other hand, 35.8 percent households replied that on average they have 3 to 4 dependent members followed by 32.4 percent having 1 to 2 dependent members. It is observed that numbers of family member mostly concentrate from 3 to 8 (Table 4.1.3).

Table 4.1.3 Beneficiaries by Household Size

Number of Members of a Household	Members		Dependent Members	
	Number	Percentage	Number	Percentage
1-2	21	10.3	66	32.4
3-4	58	28.4	73	35.8
5-6	64	31.4	46	22.5
7-8	37	18.1	11	5.4
9-10	21	10.3	7	3.4
11+	3	1.5	1	.5
Total No. of Observations	204	100.0	204	100.0
Mean Numbers	5.09		3.70	

Source: Field survey, February and March 2016.

4.1.4 Distribution of Beneficiaries by Major Occupations

It is evident that 22.5 percent of the respondents are counted as 'home manager (house wife)' followed by 18.1 percent unemployed. 14.2 percent of the respondents lead their lives through small business as major occupation. The study reveals that 15.7 percent respondents undertook major occupation as agriculture/general labour combinedly. This study covers insolvent disable persons as respondents under SSNP; hence it is found that 8.8 percent respondents are disable to work, they depend on other family members. It is recognized that housemaids, agriculture labourers, hotel boys, salesman, security guards and manual labourers such as general/construction labourers, cleaners and gardeners are considered unskilled workers; this study shows that most of the respondents are unskilled workers. This is fact, because the most of the sample respondents are the citizens under severe poverty; hence they cannot go beyond the category of vulnerable section of the society. Details of the respondents by major occupation have been placed under Table 4.1.4.

Table 4.1.4 Beneficiaries by Major Occupations

Category	No. of Respondents	Percent
Agri Labour/Agri Farming	15	7.4
Rikshaw/ Van pulling	1	.5
General worker	17	8.3
Factory worker	3	1.5
Home manager	46	22.5
Unemployed	37	18.1
Disability to work	18	8.8
Small business	29	14.2

Fishermen	11	5.4
Student	3	1.5
Others*	24	11.8
Total No. of Observations	204	100.0

Source: Field survey, February and March 2016.

*This refers Horizon, bade, cobbler, hair cutting master, Dhopa, groceries/stationery, phone/fax shop and poultry owners.

4.1.5 Distribution of Respondents by Monthly Income

Income considers as one of the major indicators of standard of life of human being. In this study an attempt was taken to find the income of the respondents' households. Average monthly income of the respondents is Tk. 5597.57. It was found that 10.3 percent of the respondents belong to the highest income from Tk. 9001 to 10000; followed by the range of 4001 to 5000 Tk. with 18.1 percent. It is evident from the study that majority of the respondents (42.1 percent) hold the income from Tk. 500 to 3000. Table 4.1.5 may show details in this connection.

Table 4.1.5 Monthly Income of Beneficiaries

Average Monthly Income (Tk.)	Respondents	
	Number	Percent
500-1000	9	4.4
1001-1500	12	5.9
1501-2000	37	18.1
2001-3000	28	13.7
3001-4000	37	18.1
4001-5000	37	18.1
5001-6000	10	4.9
6001-7000	8	3.9
7001-8000	1	.5
8001-9000	1	.5
9001-10000	21	10.3
10001+	3	1.5
Total	204	100.0
Average monthly income Tk.	5597.57	

Source: Field survey, February and March 2016.

4.1.6 Distribution of Beneficiaries by Ownership of Land

An initiative was made to explore the relationship of land ownership with those of the persons under SSNP. It is found that about 77 percent of the respondents have no land and average size of the land is

only 8.36 decimals. 13.7 percent of the respondents on an average possess 1 to 49 decimal cultivable lands. Hence, it is depicted that most of the beneficiaries possess insignificant quantity of land (Details are in Table 4.1.6

Table 4.1.6 Beneficiaries by Ownership of Land*

Land in Decimal	Respondents	
	Number	Percent
None	156	76.5
1-49	28	13.7
50-99	3	1.5
100-125	5	2.5
126-150	10	4.9
150+	2	1.0
Average	8.36 (Std. deviation: 30.09)	
Total	204	100.0

Source: Field survey, February and March 2016.

*Land includes only cultivable land, homestead is excluded.

4.2 Selection of the Beneficiaries under Social Safety Net Program (SSNP)

Beneficiaries are finally selected under SSNP by the authority. Several programs such as old aged allowance, widowed allowance, divorced & destitute women allowance, insolvent disabled allowance and insolvent disabled student stipend are implemented under SSNP. Details about selection of the beneficiaries are discussed below

The respondents were asked to comment about the selection of Beneficiaries of Old Aged, Widowed, Divorced & Destitute Women and Insolvent Disabled/Insolvent Disabled Student Stipend receiver under Social Safety Net Program (SSNP) on the basis of nine factors/criteria. They were requested to identify their position under i. Strongly Disagree, ii. Disagree, iii. Neither Agree nor Disagree, iv. Agree and v. Strongly Agree. Among the respondents belonging to direct beneficiary group, 47.5% opined 'agree' with the factor/criteria that 'beneficiaries were selected considering relatively elder people' with which 35.3% opined 'strongly agree' (Table 4.2.1). Among the responding public representatives (PRs) 72.2% and 2.8% respectively 'agree' and 'strongly agree' with this factor/criteria while 30% of the responding officials 'agree' and 50% 'strongly agree'. It is evident from the table that for all the responding groups', opinion on 'disagree' against this factor/criteria is almost negligible. It is observed that weighted average score made by beneficiaries, PRs and officials for this criteria was 78, 76 and 84 percent respectively. Considering the above, it can be argued that to prove allowances, to a great extent beneficiaries were

selected from among elderly people in case of Old Aged, Widowed, Divorced & Destitute Women and Insolvent Disabled under SSNP.

It is evident from the above table that 43.6%, 58.3% and 25% beneficiaries, PRs and officials respectively opined 'agree' that physically challenged people as a selection criteria was given priority for selection as beneficiaries under the SSNP with which respectively 40.7%, 16.7% and 60% of these respondents opined 'strongly agree'. Table 4.2.1 shows that the opinion infavour of 'disagree' and 'strongly disagree' of the beneficiaries, PRs and officials with this selection criteria are 0.00, 2.8%, 10% and 1.2%, 0.00%, 0.00% respectively. It is observed that weighted average score made by beneficiaries, PRs and officials for this criteria was 81, 77 and 85 percent respectively. From this data it can be argued that in selecting beneficiaries under SSNP, physically challenged people were given priority.

The respondents were asked, in selecting relatively insolvent and destitute citizen under SSNP whether priority was given to economic consideration, 54.3%, 36.1% and 15% of beneficiaries, PRs and officials respectively 'agree' that these groups of people were given priority while 34.1%, 50% and 70% respondents respectively express their opinion as 'strongly agree'. On the other hand, 0.6%, 5.6% and 5% respondents respectively 'strongly disagree' that economic consideration was given priority in selecting the SSNP beneficiaries while respectively 1.8%, 8.3% and 5% respondents 'disagree' with this selection criteria. It is observed that weighted average score made by beneficiaries, PRs and officials for this issue was 76, 83 and 87 percent respectively. Referring to the empirical evidence presented in Table 4.2.1, it can be argued that in economic consideration; relatively insolvent and destitute citizen were given priority and they were selected for the program.

The respondents were asked whether they agree with the statement that 'in social consideration widowed, divorced, widower, person separated from family and couple having no children were given priority as beneficiaries under SSNP'. The results show that 57.7, 22.2 and 45 percent beneficiaries, PRs and officials respectively expressed they 'agree' with the above statement, while 15.3%, 61.1% and 45% of them respectively marked 'strongly agree' with the mentioned statement. In comparison, 0.00%, 2.8% and 0.00% respondents respectively express their opinion to be 'strongly disagree' while 0.00%, 5.6% and 10% of the respondents respectively opined 'disagree' about the statement mentioned above. It is observed that weighted average score made by beneficiaries, PRs and officials for this issue was 70, 87 and 85 percent respectively. Hence, this is proved that in social consideration such as widowed, divorced, widower, person separated from family and couple having no children as selection criteria was given priority in selecting beneficiaries under SSNP.

With regard to giving priority to landless people, for selection of beneficiaries under SSNP, it is observed from Table 4.2.1 that 47.8%, 44.4% and 25.00% of the respondents respectively 'agree' whereas 40.4%, 25% and 50.00% respectively 'strongly agree'. On the other hand opinion of the direct beneficiaries,

public representatives and officials on this selection criteria is 'strongly disagree' for 0.00, 2.8%, 0.00% respectively and 'agree' for 3.7%, 13.9%, %, 0.00% respectively by the same respondents. It is evident that weighted average score made by beneficiaries, PRs and officials on this issue was 76, 75 and 85 percent respectively. Opinions given by all three categories of respondents suggest that landless people were given priority in selecting beneficiaries under the SSNP of the government.

It was try to explore, whether families with lowest income were given priority for selection as beneficiaries under SSNP, 50.3%, 52.8% and 30% of the three category respondents respectively opined 'agree' followed by 'strongly agree' with 34.2%, 16.7% and 40 percent respectively. In comparison to the 'agree' and strongly agree' view on this selection criteria, 1.2%, 8.3% and 0.00% opined 'strongly disagree' while 1.2%, 11.1% and 20% respectively opined 'disagree'. It is established from the table 4.2.1 that weighted average score made by beneficiaries, PRs and officials for this issue was 74, 72 and 78 percent respectively. Hence, the above analysis depict that people who earn lowest were given priority for beneficiary selection under the SSNP.

The above table 4.2.1 shows that 40.3%, 16.7% and 25% and 42.2%, 27.8% and 40% respectively of the beneficiaries, PRs and officials opined 'strongly agree' and 'agree' respectively that selecting ineligible beneficiaries criteria declared by the authority were followed. Opinion of 0.00%, 16.7%, 10% respondents respectively was 'strongly disagree' while 1.3%, 2.8%, %, 0.00% respectively of the same respondents was 'disagree' with the statement. It is observed that weighted average score made by beneficiaries, PRs and officials for this issue was 72, 67 and 77 percent respectively. The analysis demonstrates that the criteria declared by the authority to select ineligible beneficiary under SSNP has been followed.

A number of standard criteria have been set for selecting different category of beneficiaries under SSNP. Respondents were asked to give their opinion whether these criteria were followed in selecting beneficiaries of different category of the safety net programme. Among the direct beneficiaries, 57.1% 'agree' that in selecting beneficiaries under 'insolvent disabled allowance' the given criteria has been followed while 26.8% of them 'strongly agreed'. In response to this question 52.8% public representatives 'agreed' and 30.6% 'strongly agreed'. On the other hand, among officials 30% 'agreed' and 45% 'strongly agreed'. Besides, 3.6%, 5.6% and 10% of the respondents 'strongly disagree' and 1.8%, 5.6% and 0.00% respectively 'disagree' with the statement that the standard criteria for selecting beneficiaries of 'insolvent disabled allowance' was followed. It is evident that weighted average score made by beneficiaries, PRs and officials for this issue was 80, 79 and 80 percent respectively. Analysis of this data shows that response 'strongly disagree' and 'disagree' in comparison to 'strongly agree' and 'agree' is almost negligible. Therefore, it can be argued that standard criteria for selecting beneficiaries of 'insolvent disabled allowance' under the SSNP were to a great extent followed by concerned authority.

With regard to selecting beneficiaries of 'insolvent disabled student stipend' category under the SSNP, Table 4.2.1 shows that 43.6%, 27.8% and 45% respondents respectively of the beneficiaries, PRs and officials 'agree' that the standard criteria was followed while 40.7%, 50% and 50% of the respondents respectively 'strongly agree'. It is evident from the above table that none of the respondents opined 'strongly disagree' while only 1.2% of the direct beneficiaries and 2.8% of the public representatives opined 'disagree'. It is exposed that weighted average score made by beneficiaries, PRs and officials for this issue was 81, 85 and 89 percent respectively. From the data presented in the above table it can be argued that 'insolvent disabled student stipend' under the SSNP was given to only those who were students, disabled and insolvent.

Therefore, from the analysis of the data presented above it is apparent that all the criteria, which are precondition and required for making SSNP effective has been followed by the concerned authority to a great extent. As such, the conclusion can be drawn that the right persons are being selected as beneficiaries of the Old Aged, Widowed, Divorced and Destitute women and Insolvent Disabled/Insolvent Disabled Student Allowance under the social safety net Programme (SSNP) of the government.

Table 4.2.1 Opinion of the Respondents about the Selection of Beneficiaries¹¹ under Social Safety Net Program (SSNP)

(in percent)

Priority for Selection of Beneficiaries*	Responses					
	Strongly disagree (1)	Disagree (2)	Neither agree nor disagree (3)	Agree (4)	Strongly agree (5)	Average Rating (%)
Relatively Elder People	0	2.9	14.6	47.2	35.3	78
	0	0	25	72.2	2.8	76
	0.00	10.00	10.00	30.00	50.00	84
Relatively physically disabled	0	1.2	14.5	43.6	40.7	81
	2.8	0	22.2	58.3	16.7	77
	10.00	0.00	5.00	25.00	60.00	85
Relatively insolvent & destitute citizen	0.6	1.8	9.1	54.3	34.1	76
	5.6	8.3	0	36.1	50	83
	5.00	5.00	5.00	15.00	70.00	87
Widowed, divorced, widower, separated from family and couple having no children	0	0	27.0	57.7	15.3	70
	2.8	5.6	8.3	22.2	61.1	87
	0	10	0	45	45	85

¹¹ Old Aged, Widowed, Divorced & Destitute Women and Insolvent Disabled /Insolvent Disabled Student Stipend receiver.

Landless people	0	3.7	8.1	47.8	40.4	76
	2.8	13.9	13.9	44.4	25	75
	0	0	25	25	50	85
Families with lowest annual income	1.2	1.2	13.0	50.3	34.2	74
	8.3	11.1	11.1	52.8	16.7	72
	0	20	10	30	40	78
Disqualification declared by authority	0	1.3	16.2	40.3	42.2	72
	16.7	2.8	36.1	16.7	27.8	67
	10	0	25	25	40	77
Standard criteria for 'insolvent disabled'	3.6	1.8	10.7	57.1	26.8	80
	5.6	5.6	5.6	52.8	30.6	79
	10	0	15	30	45	80
Standard criteria followed for 'insolvent disabled student'	0	1.2	14.5	43.6	40.7	81.0
	0	2.8	19.4	27.8	50	85
	0	0	5	45	50	89

Source: Field survey, February-March 2016.

* 1st, 2nd and 3rd rows of the responses denote the opinions of direct beneficiaries (n=204), public representatives (n= 36) and Officials (n=20) respectively.

4.3 Overall Satisfaction under Social Safety Net Program

There is a general consensus among all social scientists and political economists that major concern of Social Safety Net programs (SSNP) is to satisfy the citizen in terms of the services provided to them. An attempt was made to know the level of satisfaction of the beneficiaries from the services under SSNP. It was revealed from the study that 31 percent of the respondents were hundred percent satisfied whereas, 69 percent of them replied that they were not 100 percent satisfied with those (Table 4.3.1).

Table 4.3.1 Rate of Satisfaction of the Beneficiaries from the Service under SSNP

Responses	Respondents	
	Number	Percent
Hundred percent satisfied	63	31.0
Not hundred percent satisfied	140	69.0
Total Respondents	203	100.0

Source: Field survey, February and March 2016.

It was tried to explore the level of satisfaction of the respondents who were not 100 percent satisfied with the services of concerned departments. It was revealed that about 68 percent respondents were satisfied within the range from 71 to 99 percent; on the other hand only 25 percent respondents replied that their satisfaction level varied in between 61 to 70 percent followed by having 50 to 60 percent satisfaction of 7.1 percent respondents (Table 4.3.2).

Table 4.3.2 Level of Satisfaction of the Beneficiaries in Percentage from the Service under SSNP

Satisfaction in %	Respondents	
	Number	Percent
50-60	10	7.14
61-70	35	25.00
71-80	34	24.29
81-90	31	22.14
91-99	30	21.43
Total	140	100.0

Source: Field survey, February and March 2016.

4.4 Respondents Level of Satisfaction from Delivery of Service

There are several determinants of citizen satisfaction such as fairness and equity in service delivery, timeliness/promptness of service delivery, accessibility to public services, attentiveness, availability of information on public services, treating the citizens with courtesy and respect, the knowledge, skills and experiences of officials, quick responses to the demand of people, value of money, economy and efficiency in public service delivery, providing redress where a promised standard of service has not been met and outcome of the encounter with the public service¹². Apart from these, as indicators of satisfaction motivation and commitment, sympathy & empathy, honesty and integrity, active listening of service providers act as significant reasons. However, information board and help desk, availability of form, user friendly form, absence of harassment by middlemen and cumbersome procedures are also considerable factors in this connection.

This study explored to know the level of satisfaction of beneficiaries from the services received from concerned service providers. Table 4.4.1 is the reflection of the opinions of three types of respondents about level of satisfaction from the services received and provided - the respondents were beneficiaries/clientele who got allowances from social services department, public representatives and officials (Upazila social services officers and their other colleagues and Upazila Nirbahi Officer). This are stated below:

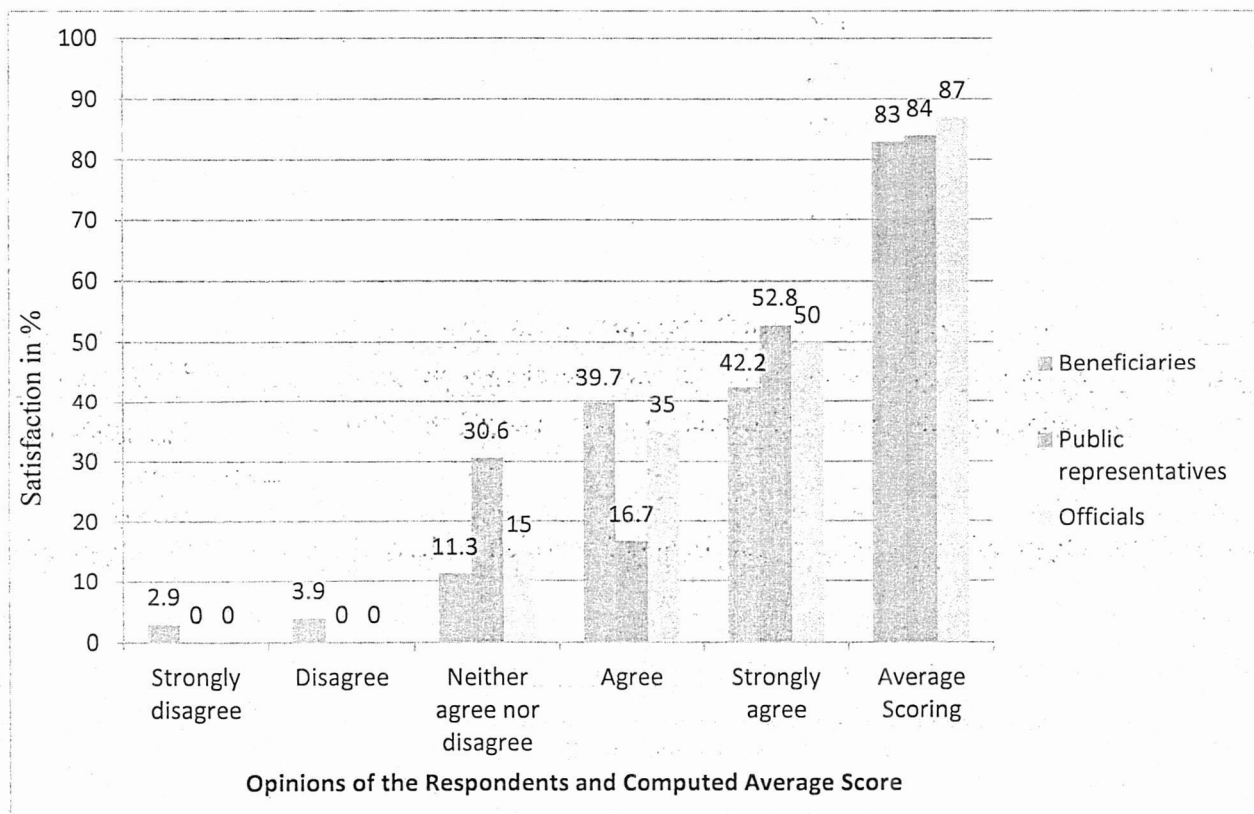
4.4.1 Beneficiaries Level of Satisfaction with the display of Fairness and Equity¹³

¹² Key drivers of Citizen Satisfaction with Public Service Delivery: Pilot Report 2009/2010, Public Service Commission, Republic of South Africa.

¹³ This driver assesses whether services are provided without favour & discrimination and whether clients are treated fairly.

The study attempted to know service users' level of satisfaction in connection with the 'fairness and equity' displayed by the officials of the department. On the basis of the views of service users about 'fairness and equity' as a key driver of citizen satisfaction, the study attempted to know the service users' level of satisfaction with 'fairness and equity' experienced during the delivery of the services of the department. In this aspect, service users were asked to what extent they agree with the following statement, 'officials provided services without favour & discrimination'. Figure 4.1 shows views of the three types of respondents on the above mentioned statement. The figure indicates that 81.9 percent of the beneficiaries either 'agreed' or 'strongly agreed' with the statement that 'officials provided services without favour & discrimination' and in this regard the average weighted score for the same statement was 83 percent. On the contrary, for public representatives and officials the scale of scoring for the same statement was 84 and 87 percent respectively. So it appears from the responses that the opinions of all categories of respondents are almost close to each other. This indicates that public representatives and officials endorsed the view of the service users in terms of maintaining fairness and equity.

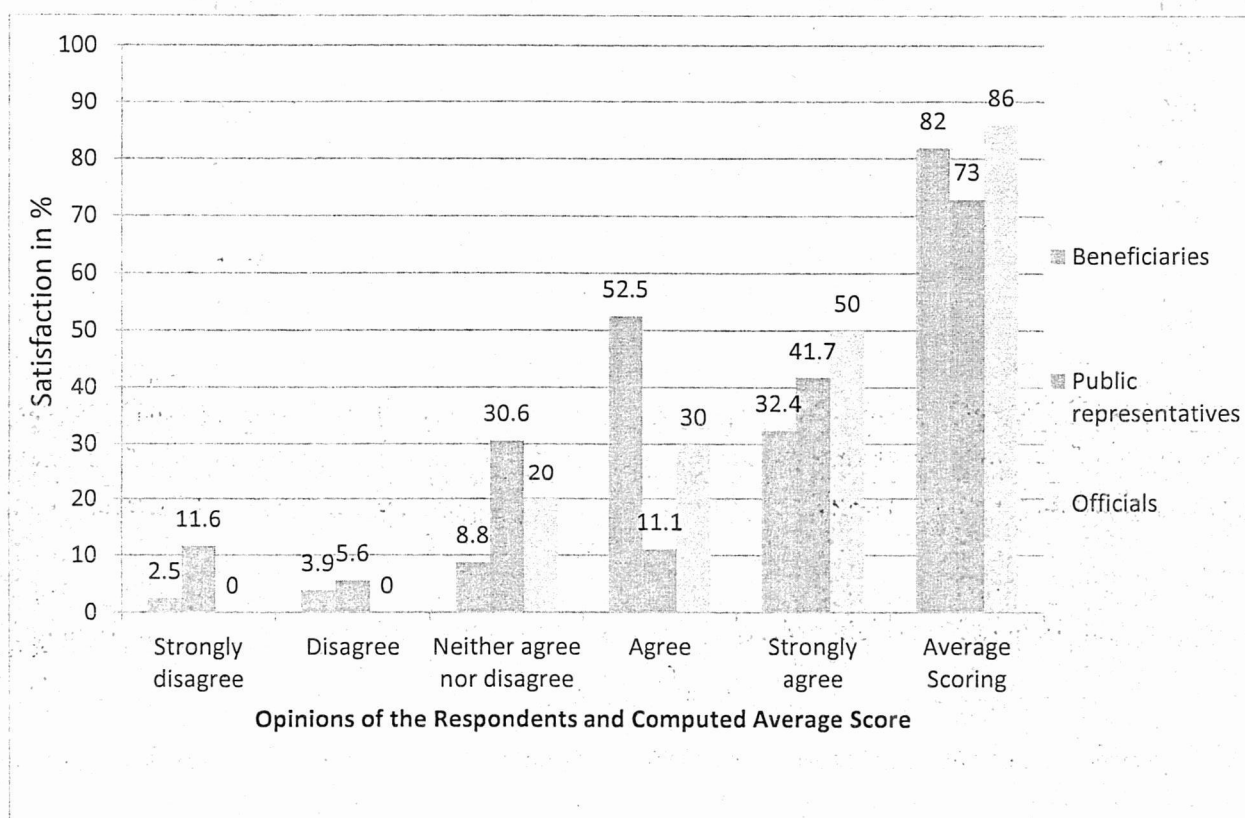
Figure 4.1 Respondents' Level of Satisfaction with the display of Fairness and Equity in Public Services



4.4.2 Beneficiaries Level of Satisfaction with accessibility¹⁴ to public services

Accessibility to services is a key driver of citizen satisfaction. Relating to the accessibility three aspects of services are important such as, 'accessibility of facility,' 'disability/elderly access,' and the 'ability to contact the service point without any barrier'. The study aimed to appreciate service users' level of satisfaction with regards to accessing the services rendered by the service provider offices. Equal access to the services to which citizens are entitled should provide by public offices. Figure 4.2 revealed that when the beneficiaries were asked whether they had 'equal accesses in terms of receipt of services, 52.5 percent replied that they 'agreed' with this statement followed by 'strongly agreed' with 32.4 percent. This indicates that about 85 percent service users recognized that they had equal accesses to the service providers. On the other hand, in case of the responses of public representatives and officials the figures for the same statement were 11.1 & 41.7 and 30 & 50 percent respectively. The weighted average scoring of beneficiaries, public representatives and officials about accessibility to services were 82, 73 and 86 percent respectively. It denotes that public representatives viewed to some extent differently with those of service users and officials.

Figure 4.2 Respondents' Level of Satisfaction with Accessibility to public services



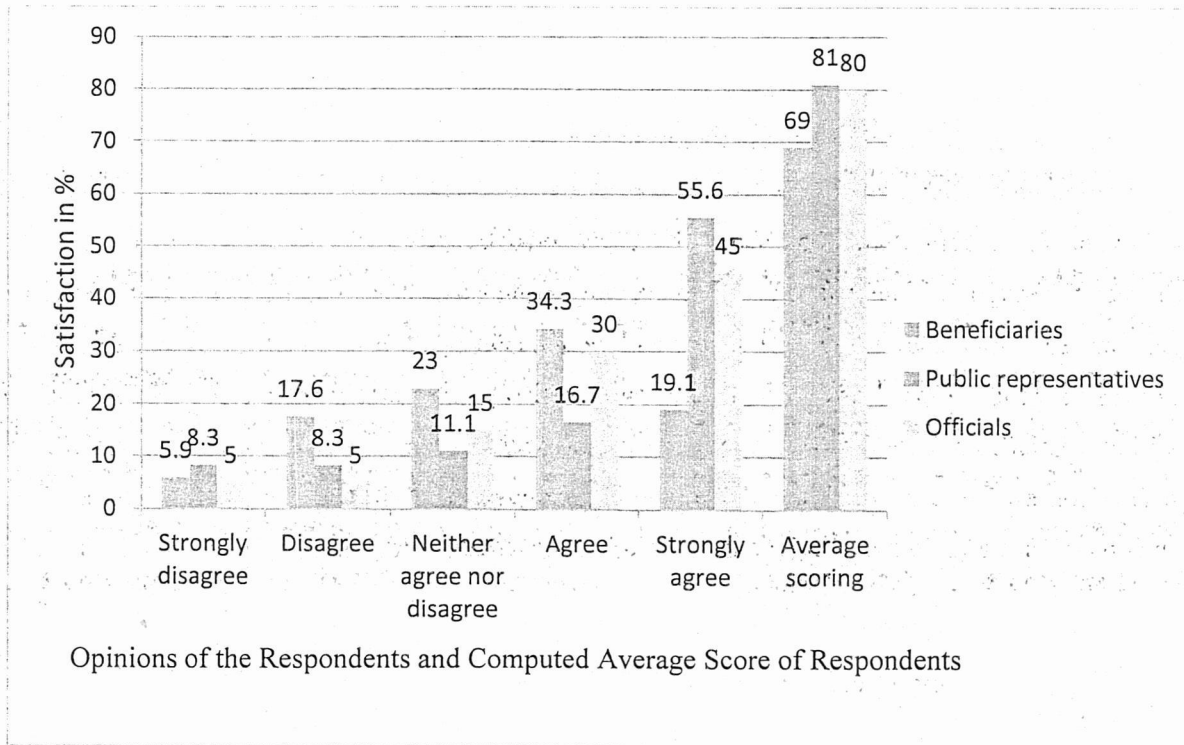
¹⁴ This refers that all citizens have equal access to the services to which they are entitled, the ease of finding one's way around the service environment.

4.4.3 Beneficiaries level of satisfaction with timeliness' to public services¹⁵

Timeliness is another key driving force of citizen satisfaction. Based on the views of service users about timeliness as a key driver of citizen satisfaction, the study further attempted to know the service users' level of satisfaction with timeliness experienced during the delivery of the services of the department. In this aspect, service users were asked to what extent they agree with the following statement, 'officials provided services within the specified time'. Figure 4.3 shows the responses of the three types of respondents on the above mentioned statement. The figure indicates that 53.4 percent beneficiaries opined that they were either 'agreed or strongly agreed' with the statement that 'officials provided services within the specified time' and in this regard the weighted average score for the same statement was 69 percent. On the contrary, public representatives and officials rated 81 and 80 percent respectively against the same statement. This indicates that service users are not fully agreed with the statement of public representatives and officials in line with the timeliness concerned and level of satisfaction they required.

¹⁵ This includes the ability of the service providers to respond promptly to customer requests, with minimal waiting and queuing time.

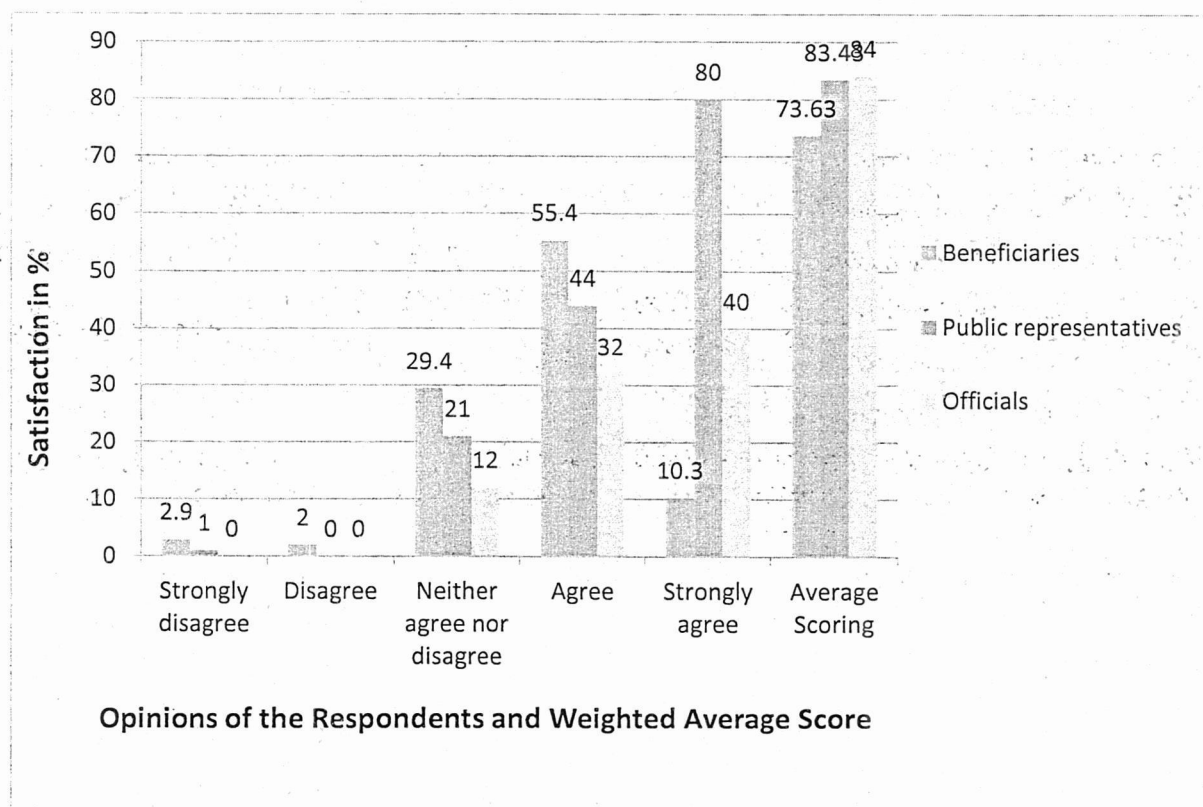
Figure 4.3 Respondents level of satisfaction with Timeliness to public services



4.4.4 Opinion of the Respondents about 'Promptness of Decision Making' in Public Service Delivery

The study attempted to know the level of satisfaction with 'promptness of decision making' during the delivery of the services. Service users were asked to what extent they agree with the following statement, 'officials showed promptness to take decision'. Figure 4.4 shows the responses of the three types of respondents on the above mentioned statement. The figure indicates that 65.7 percent of the beneficiaries 'agreed' & 'strongly agreed' with the statement that 'officials were prompt to take decision' and in this regard the average scoring for the same statement was 73.63 percent. On the contrary, the weighted average scoring for public representatives and officials for the same statement was 83.43 and 84 percent respectively. This indicates that service users are not fully agreed with the statement of public representatives and officials in line with the promptness of decision making.

Figure 4.4 Respondents Level of Satisfaction with 'Promptness of Decision Making' in Public Service Delivery



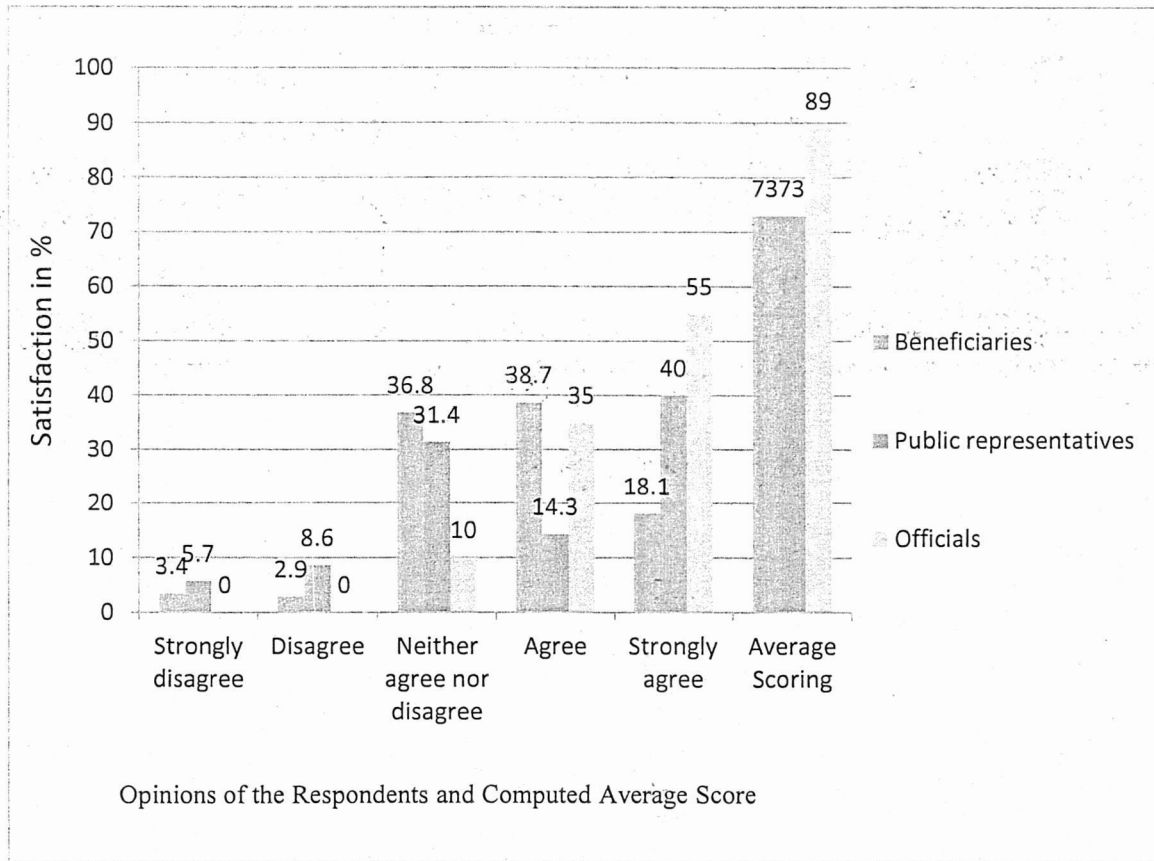
4.4.5 Beneficiaries level of satisfaction with 'attentiveness' ¹⁶ to public services

Prompt decision and attentiveness is another key driving force of citizen satisfaction. On the basis of the responses of service users, the study further attempted to know the service users' level of satisfaction with attentiveness during the delivery of the services of the department. In this regard, service users were asked to what extent they agree with the following statement, 'officials paid necessary attention to service users'. Figure 4.5 shows the responses of the three types of respondents on the above mentioned statement. The figure indicates that 56.8 percent of the beneficiaries either 'agreed' or 'strongly agreed' with the same statement and in this regard the average scoring for the same was 73 percent; public representatives also endorsed the same view (73 percent) in this aspect. On the other hand, average scoring of officials for the same statement

¹⁶ This denotes the extent to which the service providers taken quick decision to the beneficiaries and gives the impression of interest in the beneficiaries and shown willingness to serve.

was 89 percent. So it appears from the responses that scoring rate of officials was higher than those of clientele and public representatives in this regard.

Figure 4.5 Respondents level of satisfaction with 'attentiveness' to public services



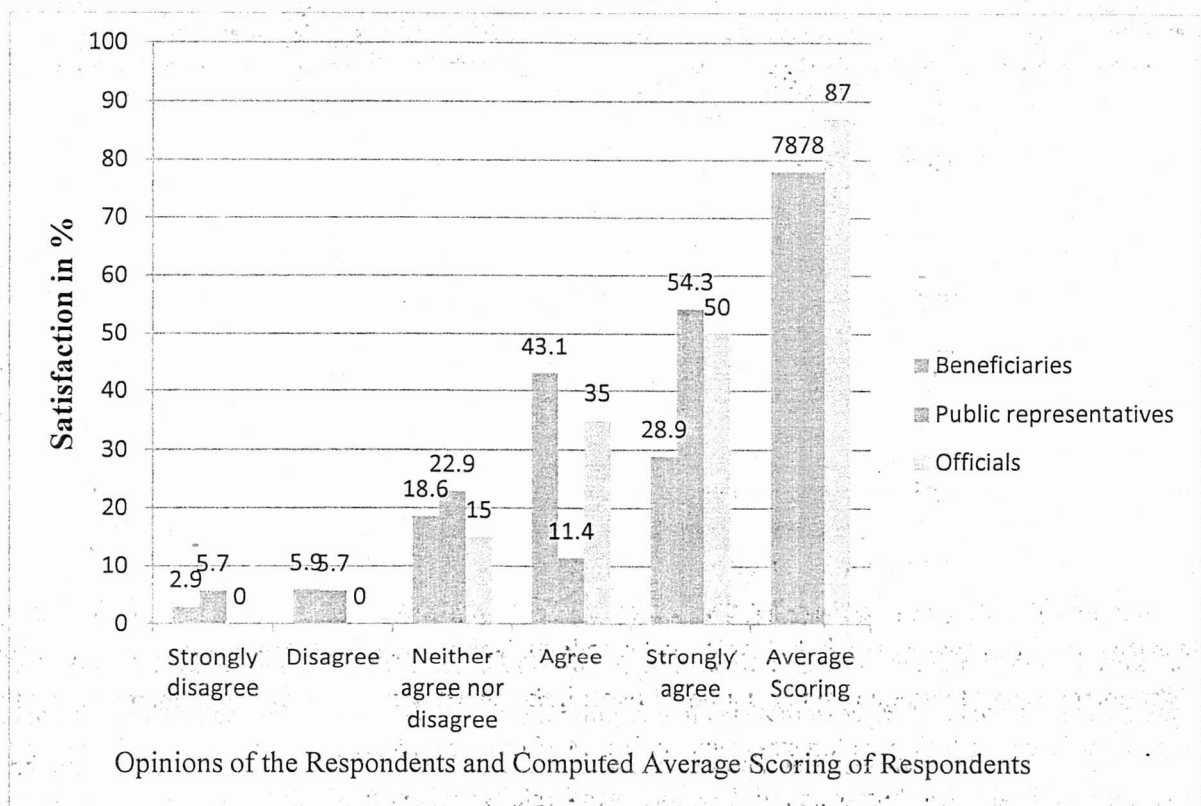
4.4.6 Beneficiaries' level of satisfaction with the knowledge, skill and competency of officials

Knowledge, skills and experience are important requirements for an individual to properly perform specific task. The study attempted to find out service users' level of satisfaction with the knowledge and skills displayed by concerned officials. Two aspects relating to knowledge, skills and competence of staff were assessed, such as, 'officials' knowledge about services performed', 'officials' ability to understand service users requirements and to accurately perform the services'.

Based on the basis of the responses of service users, the study sought to know the service users' level of satisfaction with the knowledge and competency of officials during the delivery of the services. In this aspect, service users were asked to what extent they agree with the following

statement, 'officials hold enough knowledge, skill and competency to perform service users requirements '. Figure 4.6 represents the responses of the three types of respondents on the above mentioned statement. The results indicate that 72 percent of the beneficiaries either 'agreed' & 'strongly agreed' with the statement - 'officials hold enough knowledge and competency to perform service users requirements 'and in this regard the average scoring for the same statement is 78 percent; public representatives also endorsed the same view in this aspect. On the contrast, average scoring of officials for the same statement was 87 percent. So it appears that scoring rate of officials was higher than those of clientele and public representatives in this aspect.

Figure 4.6 Beneficiaries' level of satisfaction with the knowledge, skill and competency of officials

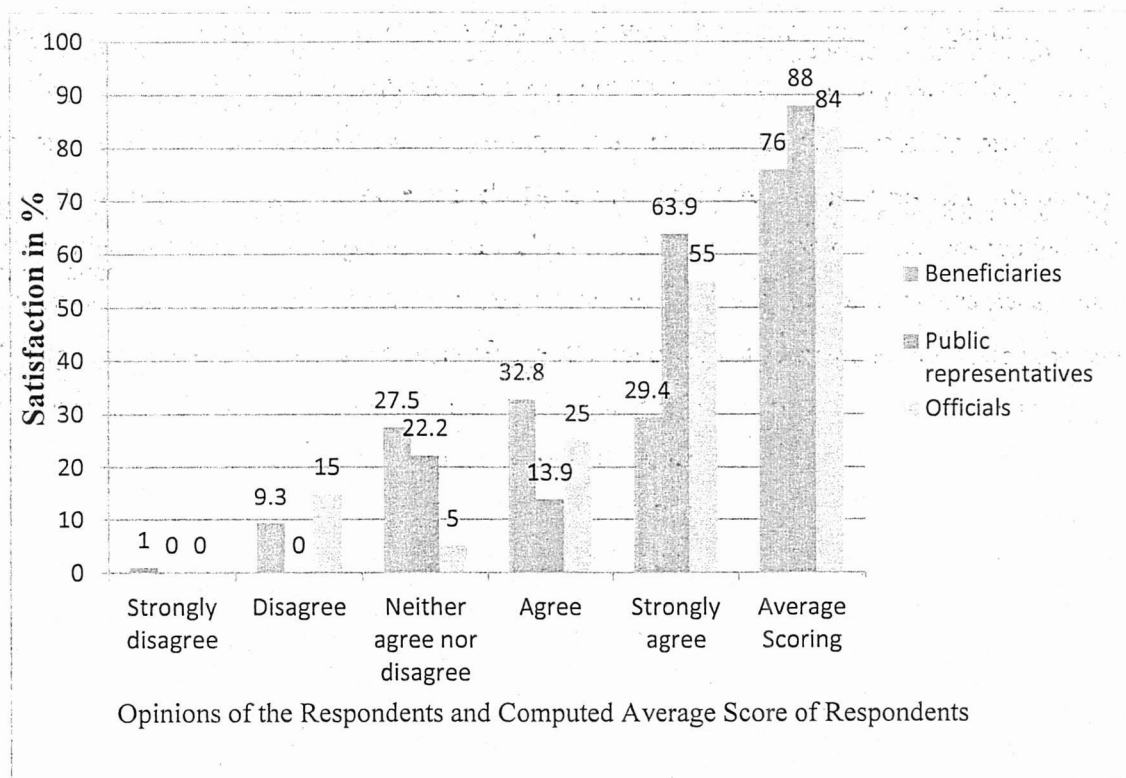


4.4.7 Beneficiaries' level of satisfaction with the 'value of money and efficiency'¹⁷ of services

Value of money is considered as an important determinant of delivery of services; public services have to be delivered economically and efficiently so that incumbents may be provided the maximum value for money. This study attempted to know service users' level of satisfaction with their experience on value for money in service delivery. In this aspect, service users were asked to what extent they agree with the following statements, 'cost of services was reasonable and officials provided services efficiently'. Figure 4.7 represents the opinions of the three types of respondents on the above mentioned statement. The results revealed that 62.2 percent of the beneficiaries replied that they either 'agreed' or 'strongly agreed' with the statement that 'cost of services was reasonable and officials provided services efficiently' and weighted average scoring for the same statement was 76 percent; on the other hand, weighted average score made by public representatives and officials for the same statement was 88 and 84 percent respectively. This indicates that beneficiaries scoring are lower than those of public representatives and officials in line with the value of money concerned. However, the findings exhibit that in general, all three types of respondents were satisfied with cost of money in delivery of services.

¹⁷ This refers that public services are provided economically and efficiently, cost of services is reasonable with minimum cost and within lowest possible time.

Figure 4.7 Beneficiaries' level of satisfaction with the 'value of money' of services



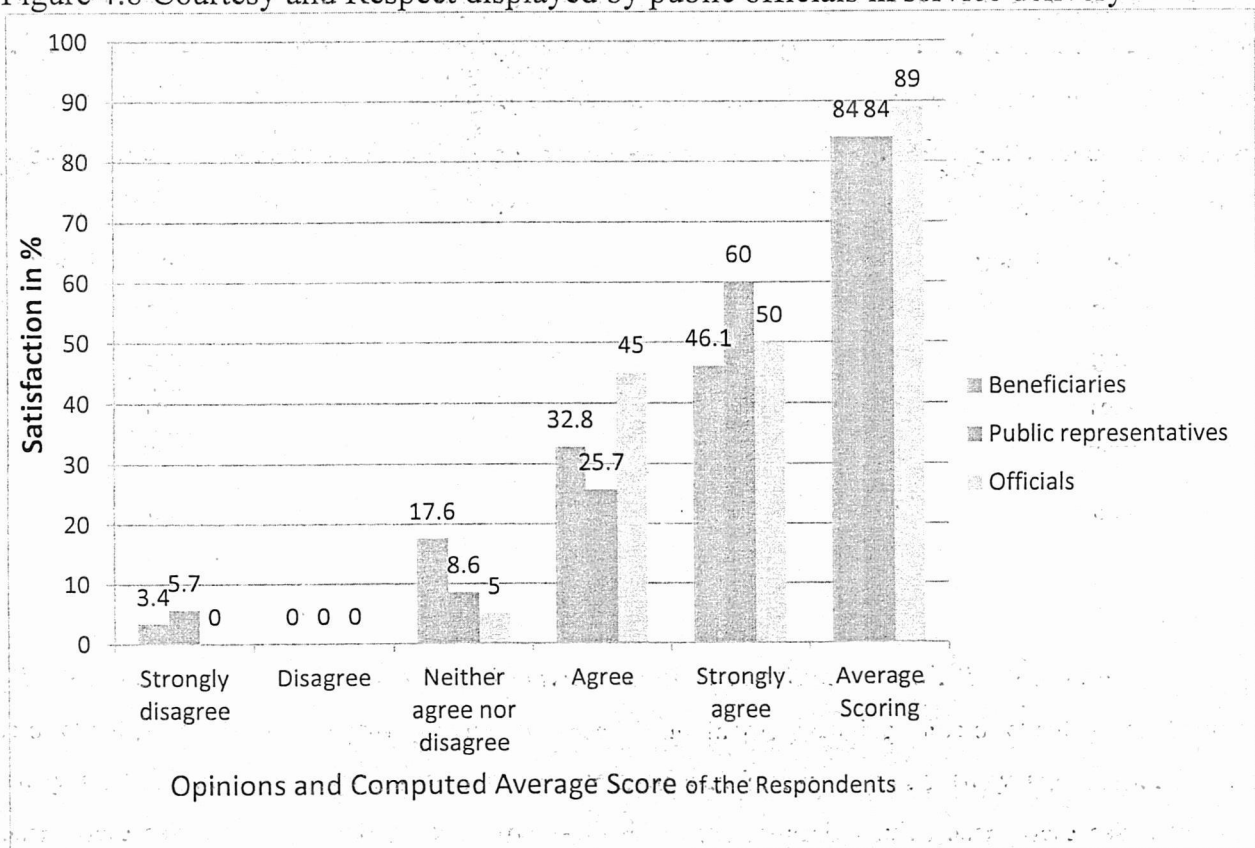
4.4.8 Beneficiaries' level of satisfaction with the 'courtesy and respect'¹⁸ showed by officials

'Courtesy and respect' is another key driving force of clientele satisfaction, the study attempted to know the service users' level of satisfaction with 'courtesy and respect' displayed by officials during the delivery of the services. In this regard, service users were asked to what extent they agree with the following statement, 'officials provided services displaying courtesy and respect to service users'. Figure 4.8 shows opinions of the three types of respondents such as beneficiaries, public representatives and officials on the above mentioned statement. The figure indicates that 78.9 percent beneficiaries either 'agreed' or 'strongly agreed' with the statement that 'officials provided services displaying courtesy and

¹⁸ This indicates politeness, respect and propriety shown by the service providers in dealing with the clientele. This includes the ability of staff to be non-interfering when appropriate.

respect to service users' and in this regard the weighted average score made by the beneficiaries for the same statement was 84 percent. On the other hand, weighted average score made by the public representatives and officials for the same statement was 84 and 89 percent respectively which are very close to that of service users. This indicates that public representatives and officials endorsed the view of the service users in terms of displaying courtesy and respect. Hence, it appears that the opinions of all categories of respondents are almost same; which indicate that beneficiaries were satisfied with the services provided. It may be noted that opinions of all categories of respondents in favour of the statement- 'strongly disagree, disagree and neither agree nor disagree' were very negligible.

Figure 4.8 Courtesy and Respect displayed by public officials in service delivery



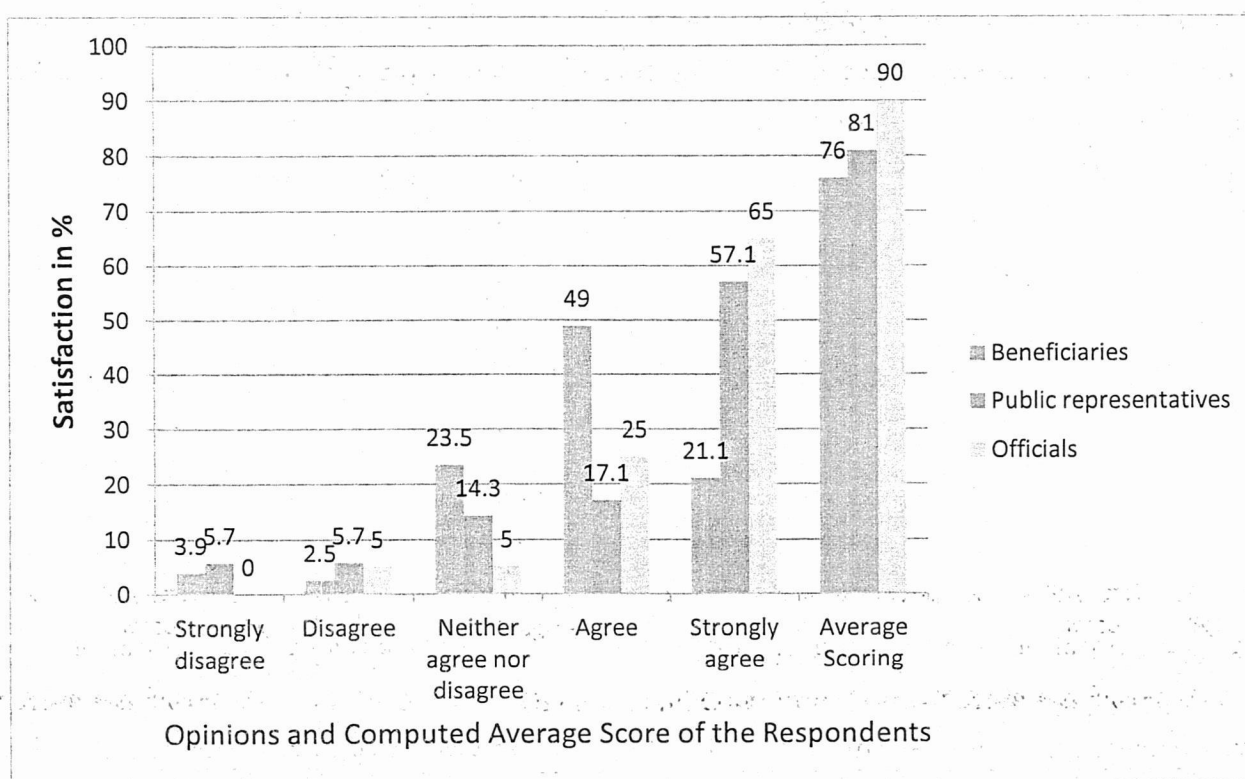
4.4.9 Beneficiaries' level of satisfaction with the 'accurate information'¹⁹ provided by officials

Complete and correct information are considered as one of the important driving forces to assess the satisfaction level of citizens in respect to service delivery. The study attempted to explore service users'

¹⁹ This denotes that citizens should be given full, accurate information about the public services that they are entitled to receive.

level of satisfaction with their experience on the accuracy of information provided by the SSD. In this regard, service users were asked to what extent they agree with the following statement, 'officials provided complete and correct information to service users'. Figure 4.9 shows opinions of the three types of respondents such as beneficiaries, public representatives and officials on the above mentioned statement. The figure indicates that 70.1 percent of the beneficiaries' either 'agreed' or 'strongly agreed' with the statement that 'officials provided complete and correct information to service users' and weighted-average scoring for the same statement is 76 percent. On the contrary, average scoring of public representatives and officials for the same statement was 81 and 90 percent respectively which are very close to that of service users. Therefore, the average scoring rate of officials and public representatives was higher than those of clientele.

Figure 4.9 Level of satisfaction with the 'accuracy of information' by officials



4.4.10 Beneficiaries' level of satisfaction with the provision of 'information boards', 'information desk', 'availability of forms', and 'user friendliness of forms' provided by officials.

An attempt was made to disclose the level of satisfaction of service users with the provision of information boards', 'information desk', 'availability of forms', and 'user friendliness of forms'

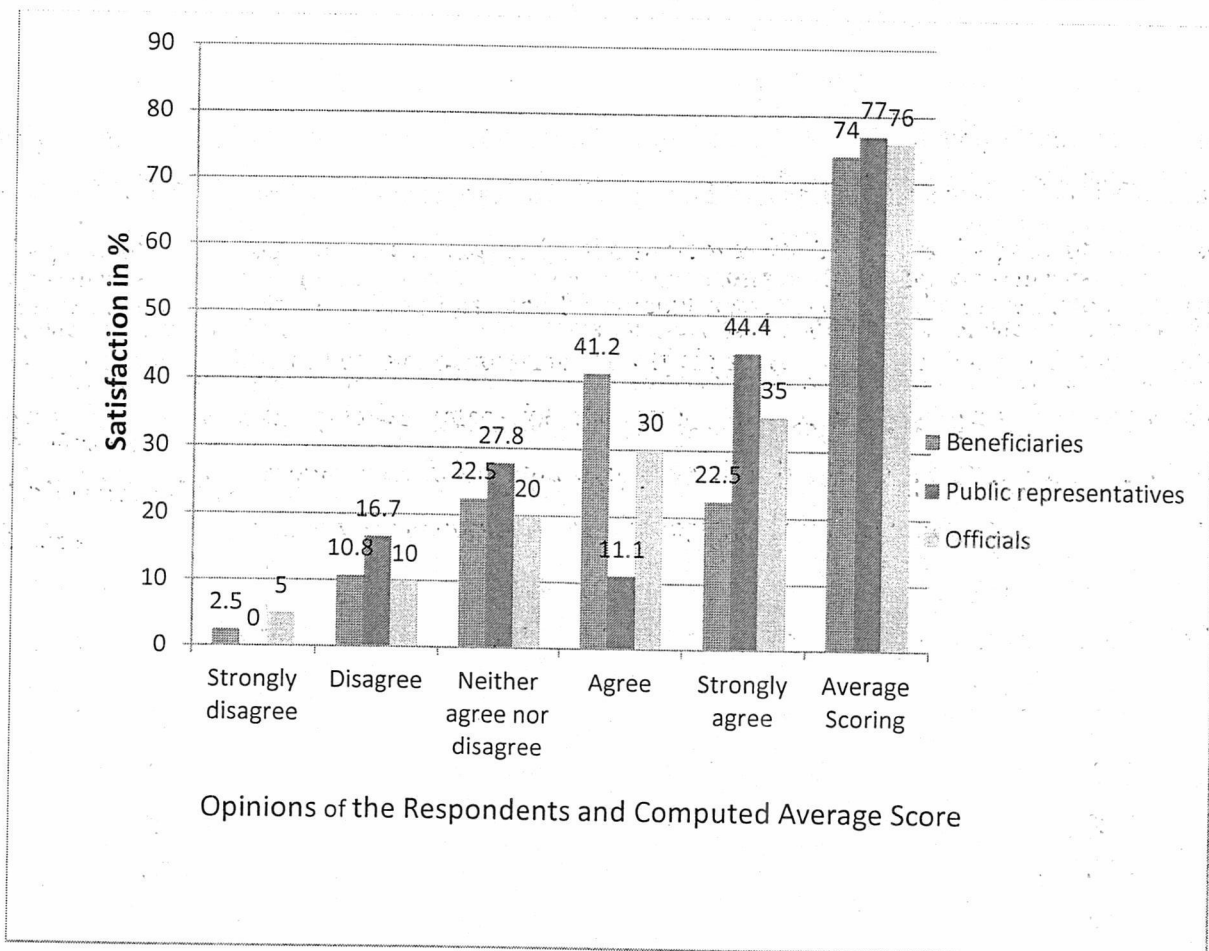
provided by officials. Based on this when the service users were asked to what extent they agree with the following statement, 'there were necessary provision to 'information boards', 'information desk', 'availability of forms', and 'user friendliness of forms' to provide required services. It was found from the Table 4.4.1 that average scoring by the beneficiaries for the above statement was 67, 71, 72 and 71 percent respectively; on the contrary, average scoring of public representatives for the same was 78, 81, 81 and 74 percent; however, the officials' scoring rate was 74, 83, 85 and 87 percent respectively for the same statement. The above findings reveal that the rate of scoring of officials was close to those of public representatives; whereas, beneficiaries rated for the same statement was lower than those of other two types of respondents. It is found that generally, beneficiaries were satisfied with the service providers- which were endorsed by public representatives and officials.

4.4.11 Beneficiaries' level of satisfaction with the 'commitment'²⁰ of officials

'Commitment' is another key driving force of clientele satisfaction, the study attempted to find out the service users' level of satisfaction with 'commitment' followed by officials during the delivery of the services. In this regard, service users were asked to what extent they agree with the following statement, 'officials provided services with proper commitment to service users'. Figure 4.10 shows opinions of the three types of respondents on the mentioned statement. The figure 4.10 indicates that 63.7 percent of the beneficiaries either 'agreed' or 'strongly agreed' with the statement and in this connection weighted average scoring for the same statement was 74 percent. On the other hand, rate of scoring of public representatives and officials for the same statement was 77 and 76 percent respectively which was very close to those of beneficiaries. This indicates that service users endorsed the view of public representatives and officials in terms of displaying motivation and commitment. So, it appears that the opinions of all categories of respondents are almost same; which indicate that beneficiaries were satisfied with the services provided.

²⁰ This indicates officials visible commitment to their work, including the pleasure and happiness they actually take in their job and their carefulness.

Figure 4.10 Beneficiaries' level of satisfaction with the 'commitment' of officials



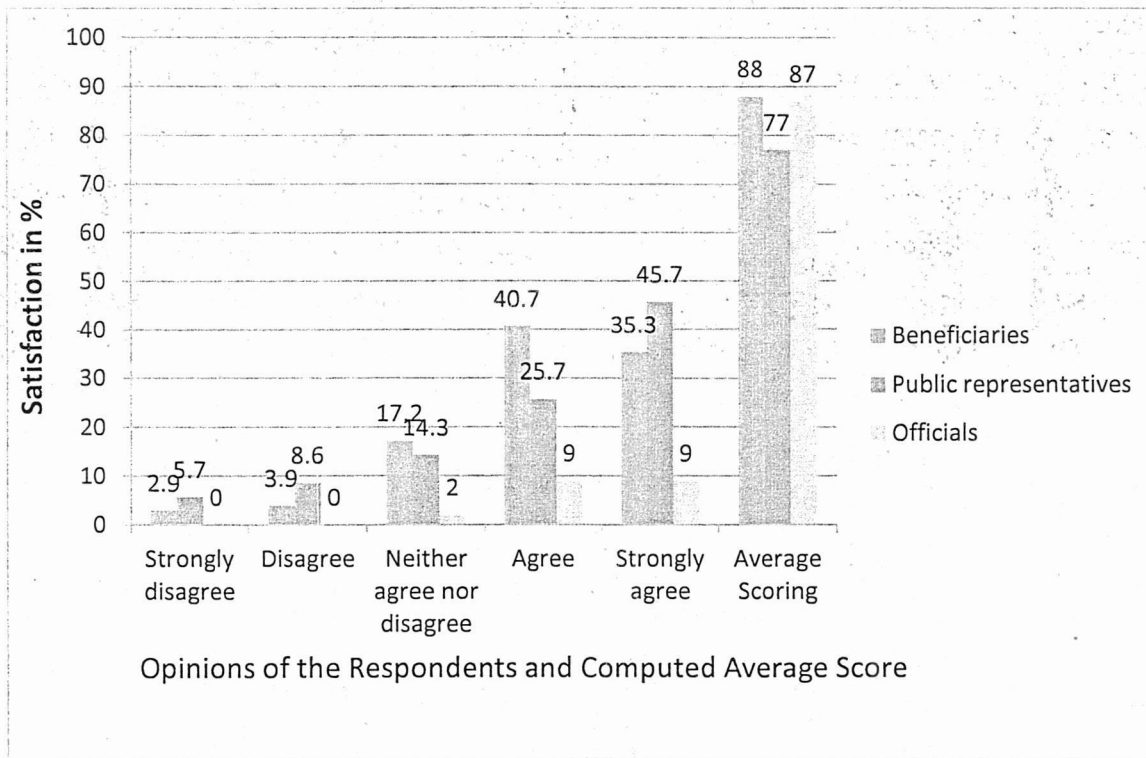
4.4.12 Beneficiaries' level of satisfaction with the 'Sympathy & empathy'²¹ of officials

'Sympathy & empathy' is another key driver of citizen satisfaction, public officials should show sympathy to the beneficiaries. The study aimed to appreciate service users' level of satisfaction in respect to accessing the services rendered by the service provider offices. Figure 4.11 revealed that when the beneficiaries were asked whether 'officials show sympathy and empathy' in terms of receipt of services, 40.7 percent beneficiaries replied that they 'agree' with the statement followed by 'strongly agree' with 35.3 percent. Average score by service users was 88 percent to service providers. On the other hand, weighted average score made by public representatives and officials for the same statement was 25.7 & 45.7 and 36 & 45 percent respectively. The weighted average score given by beneficiaries, public

²¹ This implies sympathy and patience shown to the customer. This includes the extent to which the customers feel comfortable & ease by the service.

representatives and officials about showing sympathy was 88, 77 and 87 percent respectively. The average scoring of beneficiaries, public representatives and officials about sympathy to services were 88, 77 and 87 percent respectively. It denotes that public representatives viewed to some extent differently with those of service users and officials. It is revealed that service users endorsed the view of officials about satisfaction received in terms of sympathy and carefulness.

Figure 4.11 Beneficiaries' level of satisfaction with the 'Sympathy & empathy' of officials



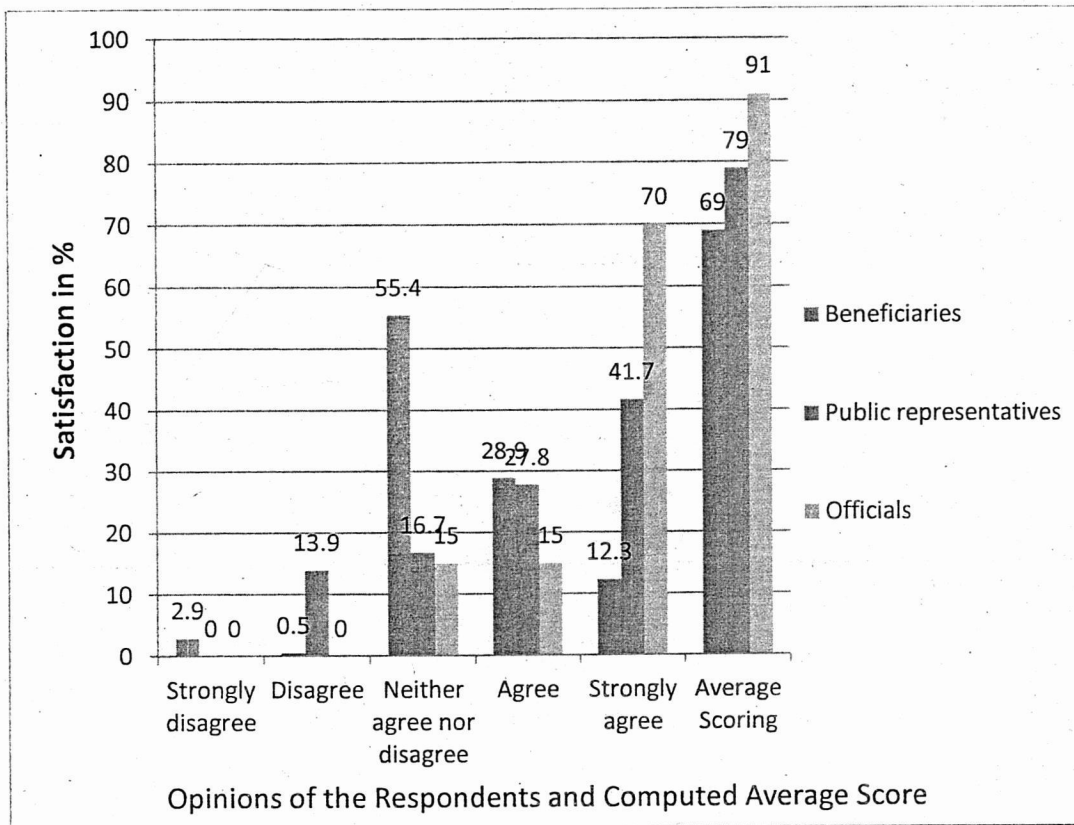
4.4.13 Beneficiaries' level of satisfaction with the 'Honesty and integrity'²² of officials

'Honesty and integrity' is another key driving force of citizen satisfaction. Based on the views of service users about honesty and integrity as a key driver of citizen satisfaction, the study further attempted to know the service users' level of satisfaction with 'Honesty and integrity' experienced during the delivery of the services of the officials. In this regard, service users were asked to what extent they agree with the following statement, 'officials provided services with honesty and integrity'. Figure 4.12 proves the responses of the three types of respondents on the above mentioned statement. The figure indicates that 41.2 percent beneficiaries either 'agreed or strongly agreed' with the statement that 'officials provided

²² It refers honesty, justice, fairness and trust with which customers are treated by the service provider.

services with honesty and integrity’ and in this regard the weighted average scoring for the same statement was 69 percent. On the contrary, average rate of scoring made by public representatives and officials for the same statement was 79 and 91 percent respectively. This indicates that beneficiaries as well as public representatives did not endorse the views of officials’ in terms of honesty and integrity.

Figure 4.12 Level of Satisfaction with ‘Honesty and Integrity’ of officials



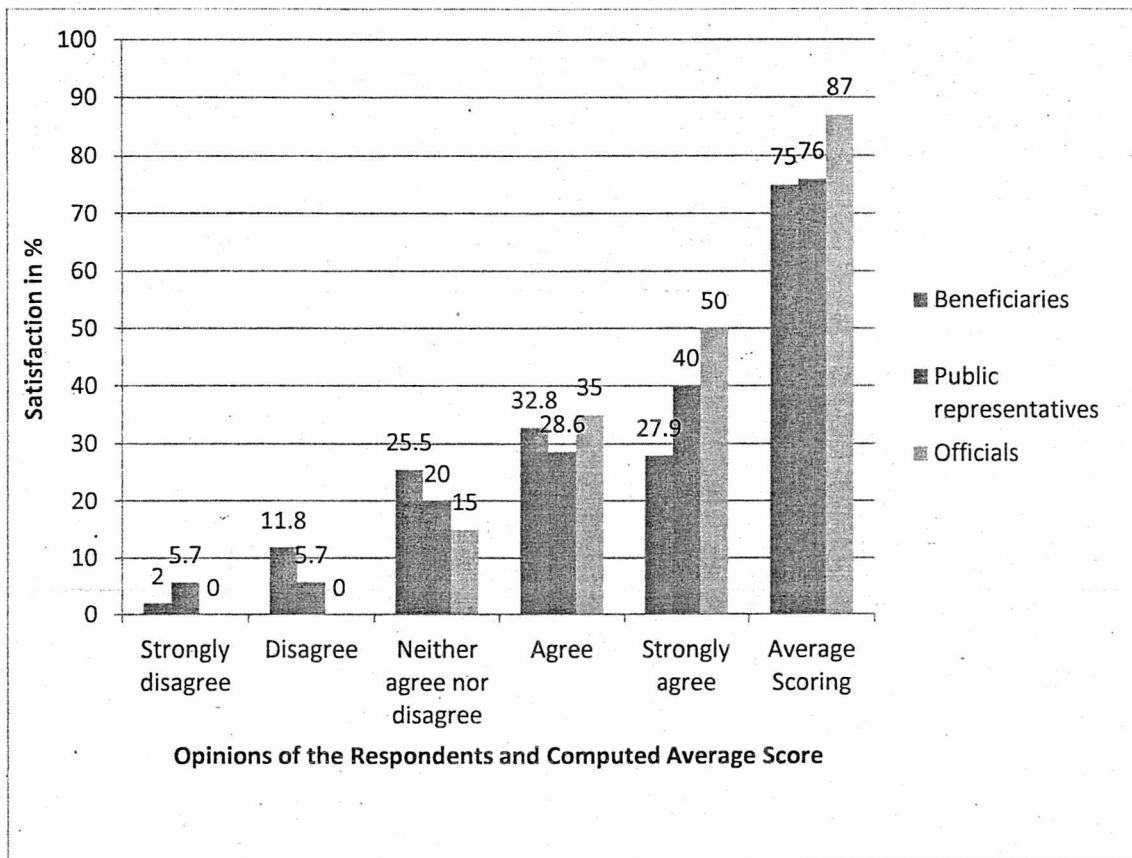
4.4.14 Beneficiaries’ level of satisfaction with officials in terms of ‘Active listening’,²³

To know the level of satisfaction of service users about paying attention of officials, it was asked to the clientele whether they agree with the statement ‘officials are reasonably alert to hear from the service users’. Figure 4.13 shows the responses of three types of respondents on the above mentioned statement. The figure indicates that 60.7 percent beneficiaries either ‘agreed’ or ‘strongly agreed’ with the statement that ‘officials were reasonably alert to hear from the service users’ and in this regard the weighted average scoring for the same statement was 75 percent. On the other hand, score made by public representatives and officials’ for the same statement was 76 and 87 percent respectively. This indicates that scoring of beneficiaries and public

²³ This denotes service providers give proper attention to the proposal and query of clientele.

representatives' are lower than that of the opinions of officials in respect to active listener. However, the findings exhibit that in general, all three types of respondents were satisfied with the role of officials in delivery of services.

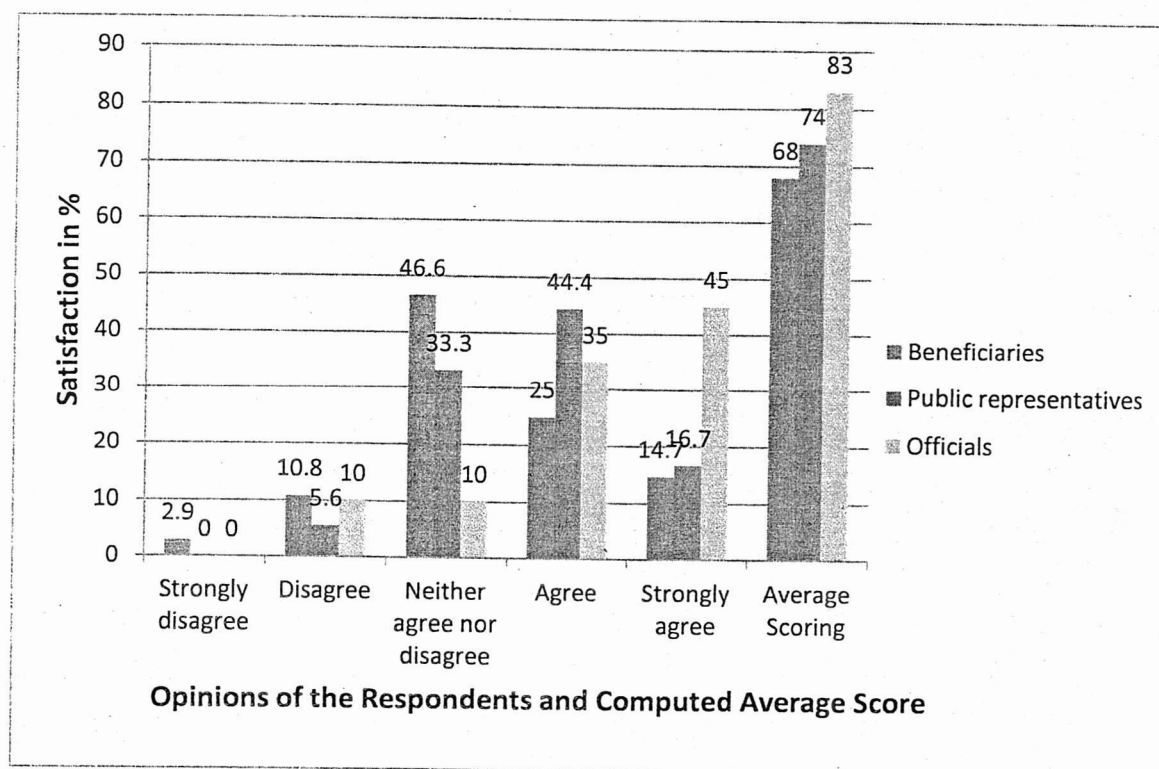
Figure 4.13 Level of satisfaction with officials in terms of 'Active listening'



4.4.15 Beneficiaries' level of satisfaction with the provision of 'redress and corrective measures',²⁴ in service delivery

The study wanted to find out whether the provision of redress and corrective measures was important to beneficiaries during service delivery. The public service needs to address & resolve any undue administrative action. Corrective measures and redress are considered as key driver of clientele satisfaction. The figure 4.14 depicts that 39.7 percent of the beneficiaries either 'agreed' or 'strongly agreed' with the statement that 'officials redressed and taken corrective measures to the beneficiaries' and in this regard the weighted average score for the same statement was 68 percent. On the other hand, average scoring rate given by PRs and officials' for the same statement was 74 and 83 percent respectively. This indicates that service users and public representatives' did not endorse the view of officials in respect to redress and corrective measures. However, the findings exhibit that in general, all three types of respondents were more or less satisfied with the role of officials in delivery of services in this aspects.

Figure 4.14 Level of satisfaction with the provision of 'redress and corrective measures' in service delivery



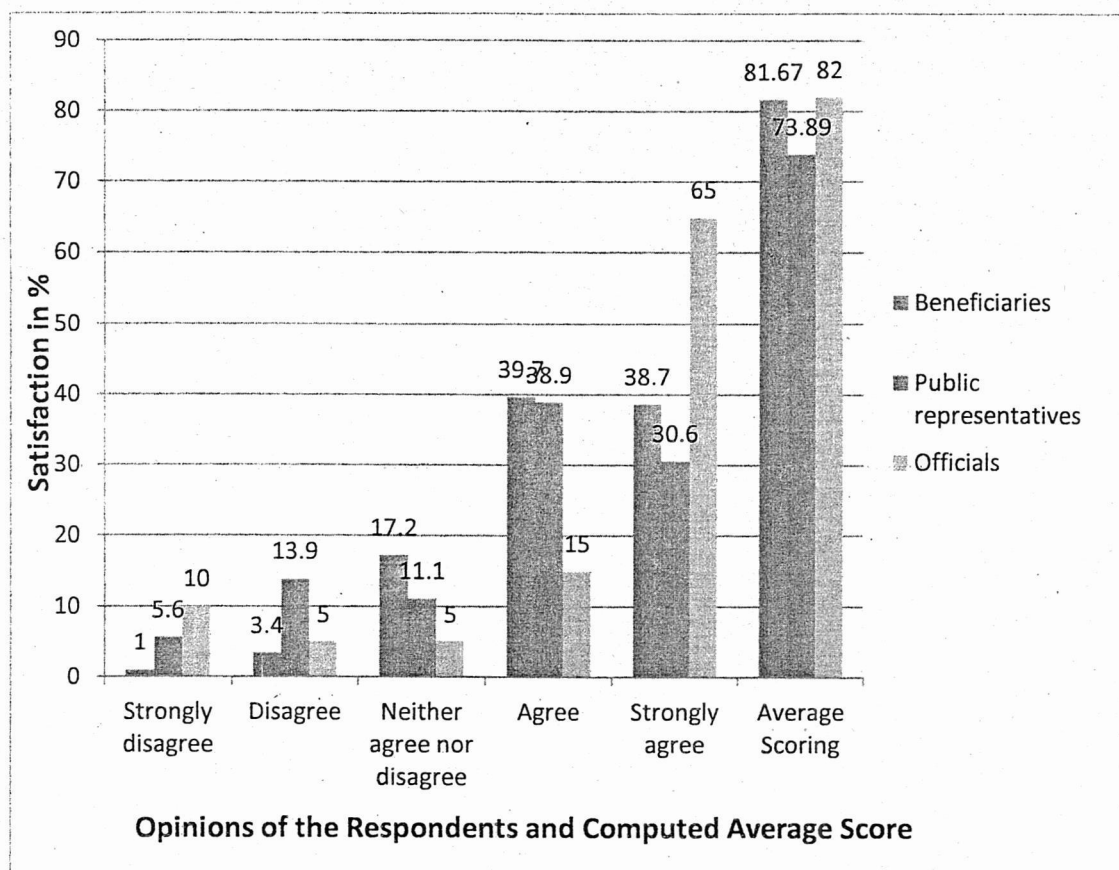
²⁴ Redress refers to ensure quick and sympathetic response through corrective measures and full explanation is offered to citizens where a promised standard of service is not delivered.

4.4.16 Beneficiaries' level of satisfaction with the provision of 'outcome'²⁵ in service delivery

Service providing offices should ensure that the services for which clientele visit their service delivery points are available and provided to them accordingly. The study also explored to found service users' experience with the outcome of service they expected. With this view, service users were required to indicate to what extent they agree with the statements, such as, 'at the end, we received what we required'. Figure 4.15 revealed that when the beneficiaries were asked whether they agreed with the statement 'at the end, we received what we required', 39.7 percent replied that they 'agree' with this statement followed by 'strongly agree' with 38.9 percent and weighted average scoring of beneficiaries for this statement was 81.67 percent. This indicates that about 82 percent of the beneficiaries recognized that they were satisfied in terms of outcome of service delivery. In contrast, the average scoring of public representatives and officials was 73.89 and 82 percent respectively. It denotes that beneficiaries endorsed the view of officials for the same statement and all three types of respondents mentioned that they were satisfied with the statement of outcome from services delivery.

²⁵ Outcome refers that at the end, the beneficiaries got the services they needed.

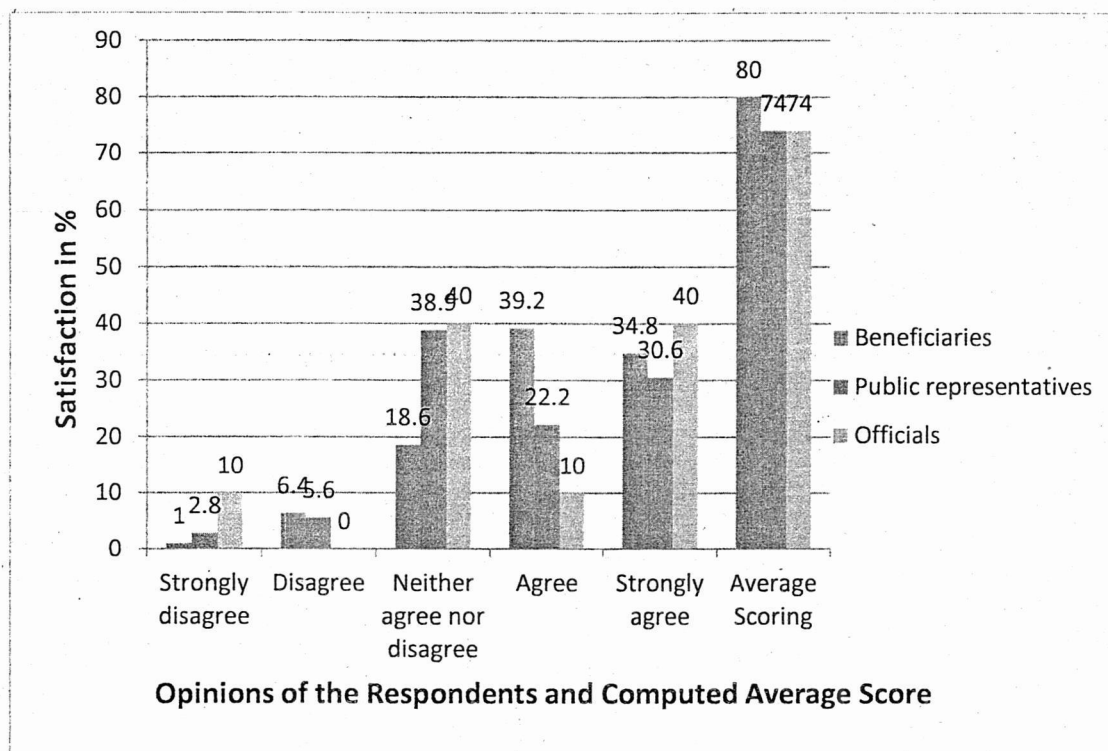
Figure 4.15 Level of satisfaction with the provision of 'outcome' in service delivery



4.4.17 Opinions of the Respondents about 'Harassment by Middlemen' in Public Services

Sometimes service users face to handle the situation of harassment by middlemen. These may lead to lowering the satisfaction level of the clientele in terms of service received. This study attempted to find out the magnitude of harassment and role of middlemen in service delivery. Figure 4.16 shows that when the beneficiaries were asked whether they agreed with the statement that 'they were harassed by middlemen in terms of service received', 74 percent of the beneficiaries replied that they either 'agreed' or 'strongly agreed' with the statement where the average scoring was 80 percent; in contrast, 74 percent of the public representatives and concerned officials endorsed the view of service users. This indicates that there is ample scope of dissatisfaction of beneficiaries in terms of harassment with the adverse role of middlemen.

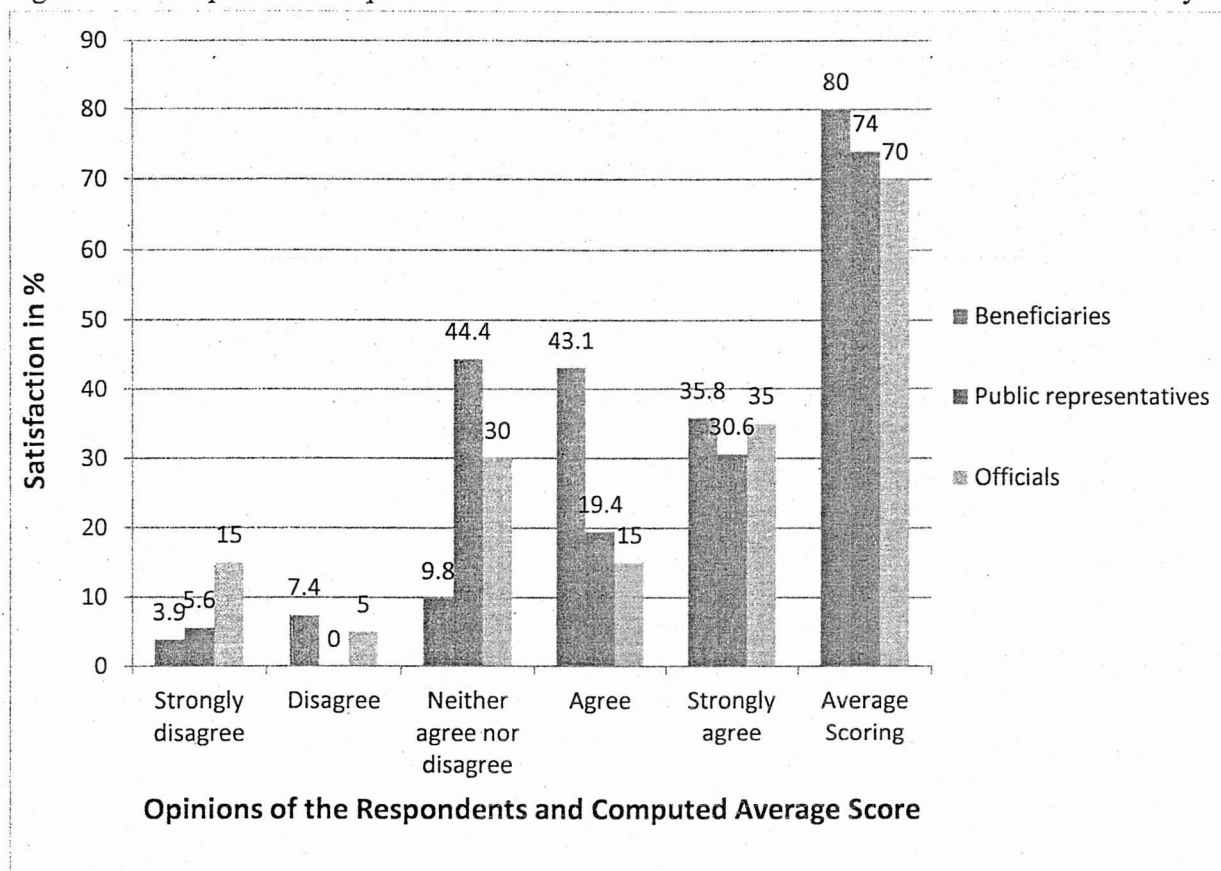
Figure 4.16 Respondents' Opinions about 'Harassment by Middlemen' in Public Services delivery



4.4.18 Opinions of the Respondents about 'procedures' in Public Services

Complex procedures may cause the sufferings of beneficiaries and in this situation clientele may not be satisfied with the service providers. In this aspect, Figure 4.17 revealed that when the beneficiaries were asked whether they agreed with the statement that 'delivery of the services were surrounded by cumbersome procedures', 78.9 percent beneficiaries replied that they either 'agreed or strongly agreed' with the statement where the average scoring was 80 percent; in contrast, 74 percent of the public representatives and 70 percent concerned officials endorsed the view of service users. This indicates that there is plenty of scope to remove the complex procedures and to simplify the process of service delivery and thus to satisfy the beneficiaries.

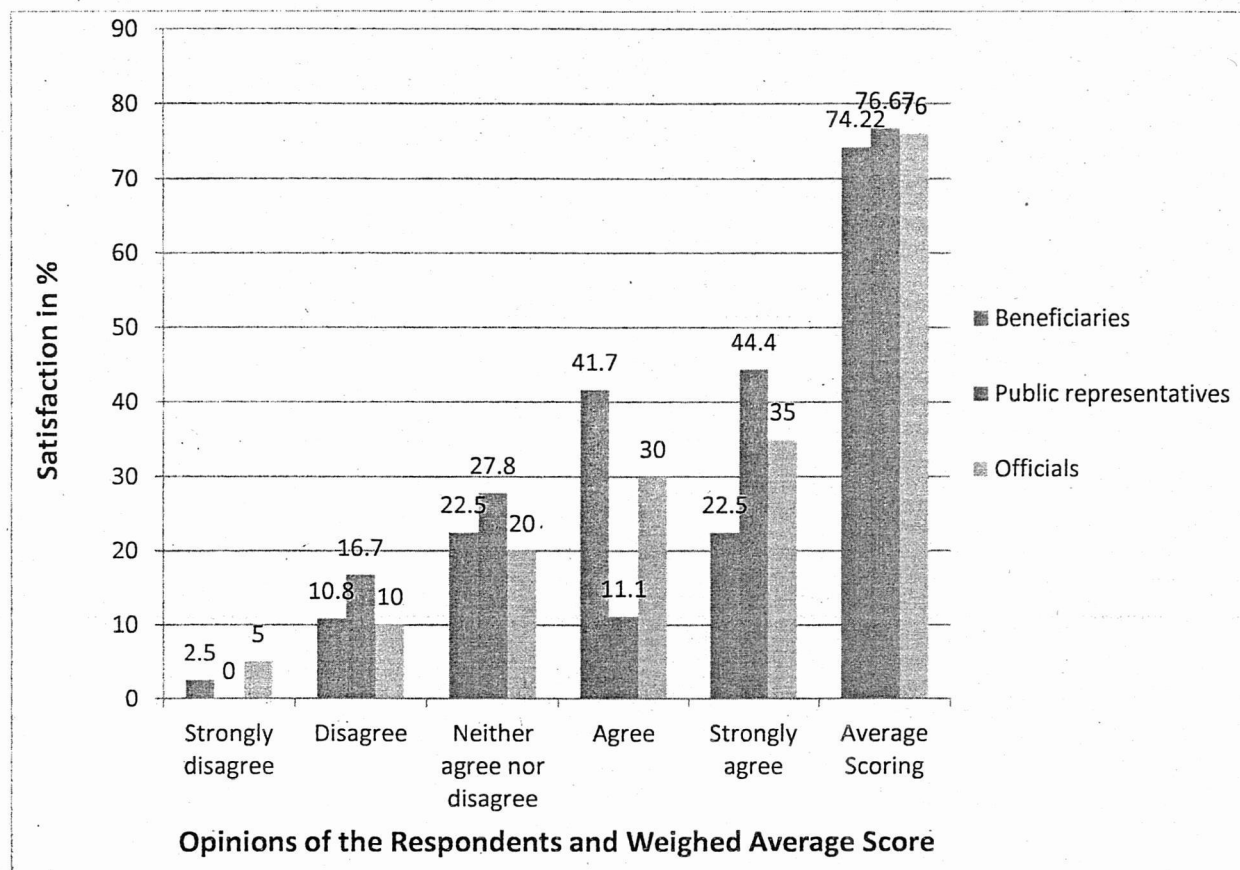
Figure 4.17 Respondents' Opinions about 'Cumbersome Process' in Public Services Delivery



4.4.19 Opinions of the Respondents about 'flexibility' in Public Services

The study attempted to explore service users' level of satisfaction in connection with the 'flexibility' to dispose service related affairs of the department. On the basis of the views of service users', they were asked to what extent they agree with the following statement, 'officials' maintained flexibility to provide services'. Figure 4.18 shows views of the three types of respondents on the above statement. The figure indicates that 64.2 percent of the beneficiaries agreed with the mentioned statement and in this regard the weighted average scoring given by beneficiaries for the same statement was 74.22 percent. On the contrary, the rated made by public representatives and officials for the same statement was 76.67 and 76 percent respectively. So it appears from the responses that the opinions of all categories of respondents are almost close to each other. This indicates that public representatives and officials endorsed the view of the service users in terms of maintaining flexibility.

Figure 4.18 Opinions of the Respondents about maintaining 'flexibility' in Public Service Delivery



It is revealed from the Table 4.4.1 that to measure level of satisfaction of beneficiaries several determinants of citizen satisfaction such as Fairness and Equity in service delivery, Timeliness/promptness of service delivery, Accessibility to public services, Attentiveness, availability of Information on public services, treating the citizens with Courtesy and respect, the Knowledge, Skills and experiences of officials, quick Responses to the demand of people, Value of Money, Economy and Efficiency in Public Service delivery, Commitment, Sympathy & empathy, Honesty and integrity, Active listening of service providers providing Redress where a promised standard of service has not been met and Outcome of the encounter with the Public Service²⁶ were taken into account. However, Information board and help desk, Availability of form, User friendly form, absence of Harassment by middlemen and

²⁶ Key drivers of Citizen Satisfaction with Public Service Delivery: Pilot Report 2009/2010, Public Service Commission, Republic of South Africa.

cumbersome procedures were considerable factors in this connection. It is important to note that with a very few limited exceptions, weighted average score made by the respondents in terms of covering the criteria of satisfaction from service delivery varied from 70 to 91 percent, these are encouraging information in respect of delivery of services. It is also found that most of the beneficiaries and officials marked 'agreed' or 'strongly agreed' about the level of satisfaction in terms of delivery of services'. Hence, it is evident that there is positive relation between the services delivered by Upazila Social Services department under Social Safety Net Programs and the level of satisfaction of beneficiaries.

Table 4.4.1 Level of Satisfaction of Respondents about the Services Delivered by Upazila Social Services Department under Social Safety Net Program

(in percent)

Criteria	Responses*					
	Strongly disagree (1)	Disagree (2)	Neither agree nor disagree (3)	Agree (4)	Strongly agree (5)	Average Rating (%)
Fairness & equity	2.9	3.9	11.3	39.7	42.2	83
	-	-	30.6	16.7	52.8	84
	-	-	15	35	50	87
Accessibility	2.5	3.9	8.8	52.5	32.4	82
	11.6	5.6	30.6	11.1	41.7	73
	-	-	20	30	50	86
Timeliness /Promptness of Service delivery	5.9	17.6	23	34.3	19.1	69
	8.3	8.3	11.1	16.7	55.6	81
	5	5	15	30	45	80
Attentiveness	3.4	2.9	36.8	38.7	18.1	73
	5.7	8.6	31.4	14.3	40	73
	-	-	10	35	55	89
Knowledge, skills & experience	2.9	5.9	18.6	43.1	28.9	78
	5.7	5.7	22.9	11.4	54.3	78
	0	0	15	35	50	87
Value of money /Efficiency, Economy in service delivery	1	9.3	27.5	32.8	29.4	76
	-	-	22.2	13.9	63.9	88
	0	15	5	25	55	84
Courtesy & respect	3.4	-	17.6	32.8	46.1	84
	5.7	-	8.6	25.7	60	84
	-	-	5	45	50	89
Motivation and Commitment	2.5	10.8	22.5	41.2	22.5	74
	-	16.7	27.8	11.1	44.4	77
	5	10	20	30	35	76
Sympathize & empathy	2.9	3.9	17.2	40.7	35.3	88
	5.7	8.6	14.3	25.7	45.7	77
	0	0	2	9	9	87
Active listening	2	11.8	25.5	32.8	27.9	75
	5.7	5.7	20	28.6	40	76
	-	-	15	35	50	87

Honesty and integrity	2.9	0.5	55.4	28.9	12.3	69
	-	13.9	16.7	27.8	41.7	79
	-	-	15	15	70	91
Costomer feedback and corrective action /Redress	2.9	10.8	46.6	25	14.7	68
	-	5.6	33.3	44.4	16.7	74
	-	10	10	35	45	83
Supply of Information	3.9	2.5	23.5	49	21.1	76
	5.7	5.7	14.3	17.1	57.1	81
	-	5	5	25	65	90
Information board	5.4	12.3	35.3	36.8	10.3	67
	11.1	5.6	13.9	19.4	50	78
	15	5	20	15	45	74
Information /help desk	3.9	11.8	28.4	35.8	20.1	71
	2.8	-	41.7	2.8	52.8	81
	5	-	15	35	45	83
Availability of form	4.4	15.7	19.1	37.3	23.5	72
	11.1	5.6	8.3	16.7	58.3	81
	-	5	20	20	55	85
User friendly form	2.5	14.2	27	36.8	19.6	71
	5.6	11.1	27.8	16.7	38.9	74
	5	-	5	35	55	87
Harassment	1	6.4	18.6	39.2	34.8	80
	2.8	5.6	38.9	22.2	30.6	74
	10	0	40	10	40	74
Cumbersome procedures	3.9	7.4	9.8	43.1	35.8	80
	5.6	-	44.4	19.4	30.6	74
	15	5	30	15	35	70

Source: Field survey, February-March 2016.

* 1st, 2nd and 3rd rows of the responses denote the opinions of direct beneficiaries (n=204), public representatives (n= 36) and Officials (n=20) respectively.

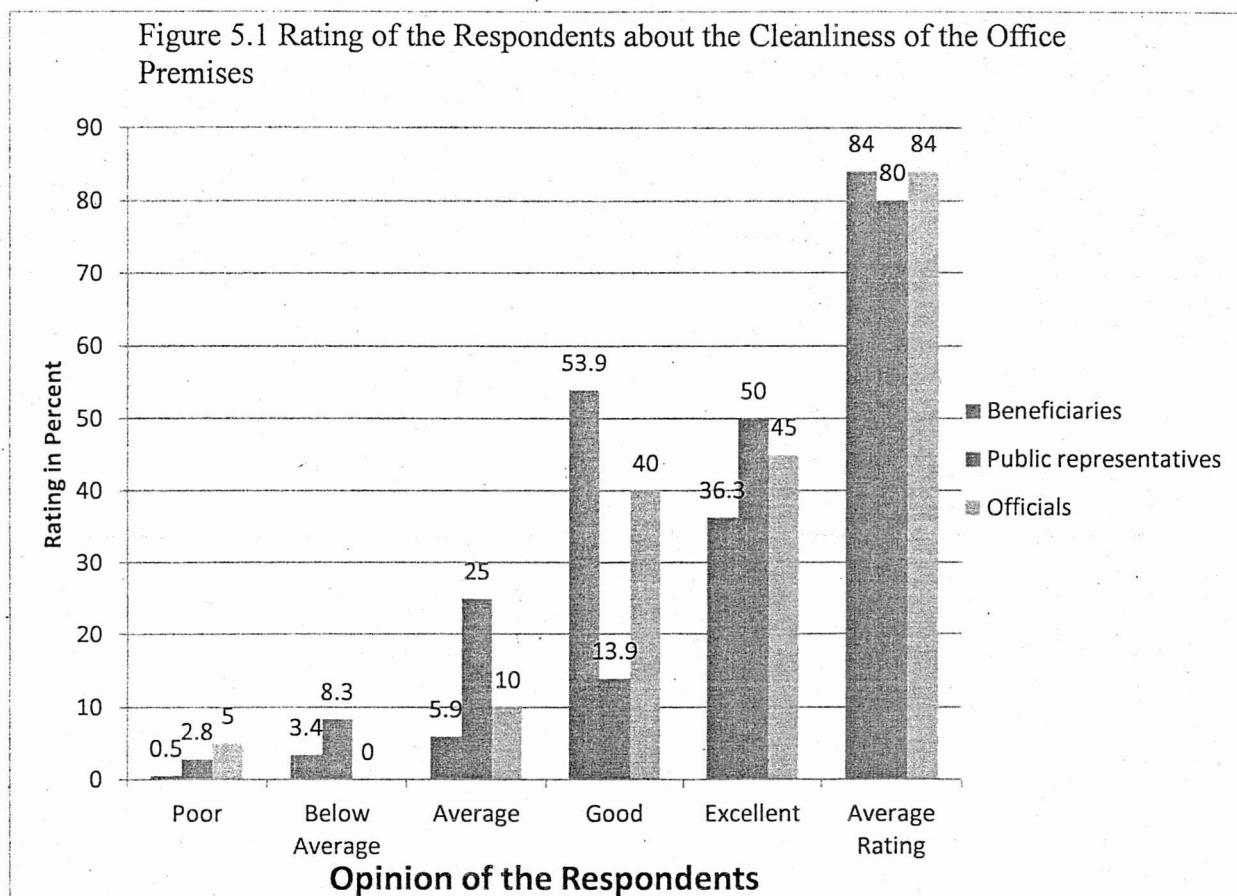
4.5.0 Level of Satisfaction with Office Environment of the Respondents

Office environment may play important role to measure the level of satisfaction of stakeholders. Keeping this view in mind, the study tries to explore the environmental aspects of offices where the incumbents frequently move to receive services; these include cleanliness, seating arrangement, supply of drinking water, toilet & canteen facilities and arrangement for copying documents.

4.5.1 Opinions of the Respondents about Satisfaction in terms of Cleanliness of the Office Premises

Figure 5.1 shows that average rating of three types of respondents are very close to each other. They were highly satisfied with the cleanliness of the office. 84 percent beneficiaries acknowledged that authority maintained cleanliness which was endorsed by the same percent officials followed by 80 percent rating by public representatives. It was revealed that when the beneficiaries were asked to what extent they were satisfied with the 'cleanliness of office', about

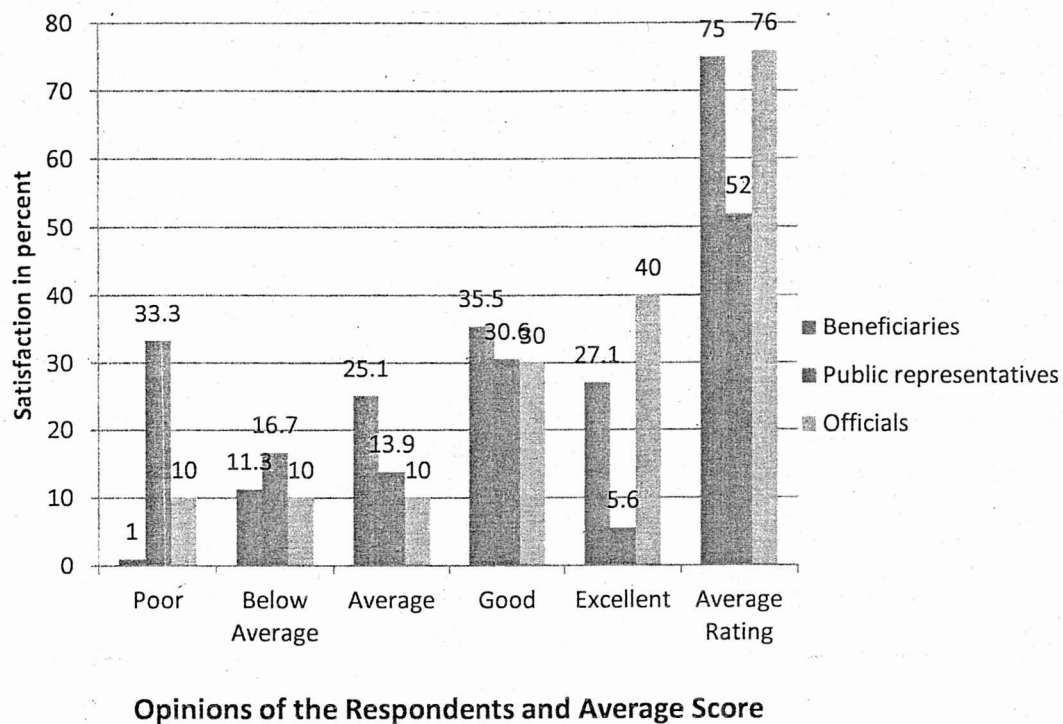
54 percent replied that the situation was 'good' and 36.3 percent made their opinion with 'excellent' remarks in this regard. On the other hand, 50 percent public representatives and 45 percent officials replied that in terms of cleanliness it was excellent.



4.5.2 Opinions of the Respondents about Satisfaction in terms of Seating arrangement of the Office

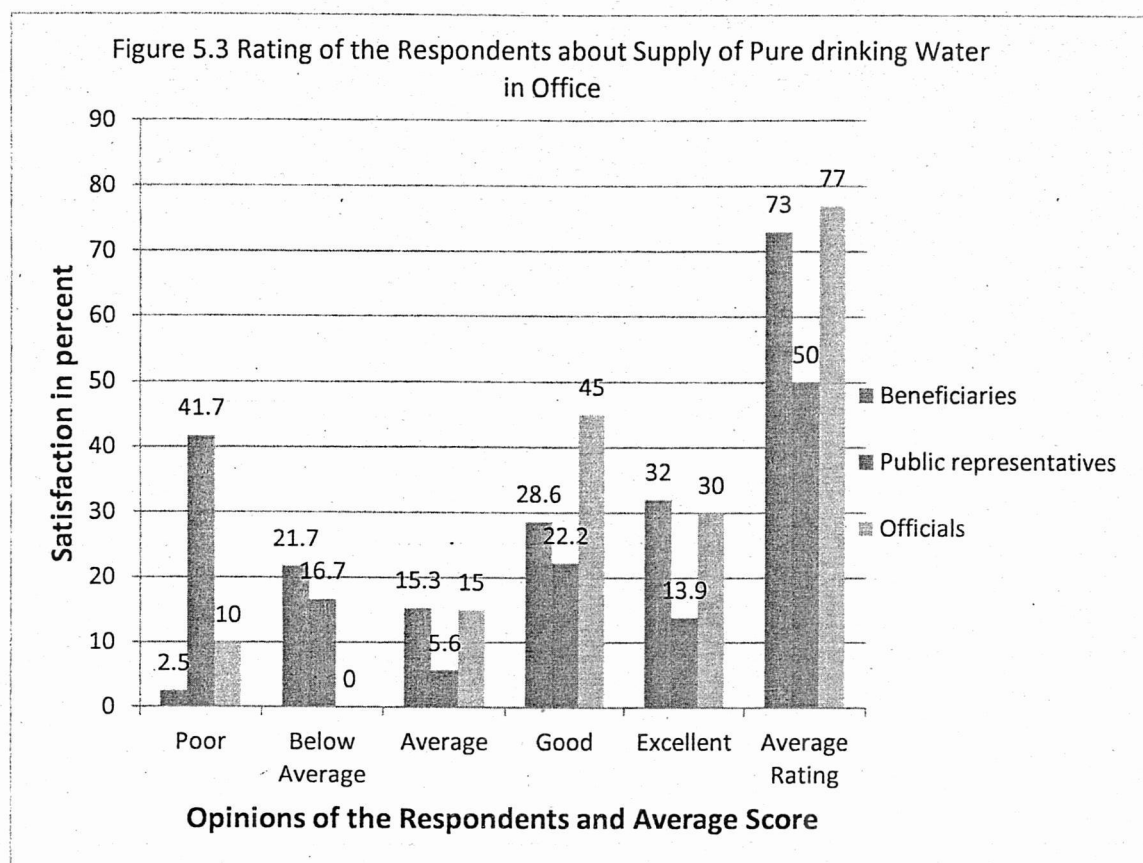
Seating arrangement of the clientele plays important role to assess the level of satisfaction of incumbent. It is exposed from the figure that weighted average score of beneficiaries and officials was quite close to each other; however public representatives did not endorsed the same view. Figure 5.2 shows that weighted average score given by beneficiaries and officials about seating arrangement in office was 75 and 76 percent respectively followed by 52 percent by public representatives. The figure shows that 35.5 percent beneficiaries and 40 percent officials marked 'good' and 'excellent' respectively about the seating arrangement of offices; whereas 33.3 percent public representatives marked poor for the same.

Figure 5.2 Rating of the Respondents about the Seating arrangement in the Office



4.5.3 Opinions of the Respondents about Satisfaction in terms of Supply of pure drinking water in the Office

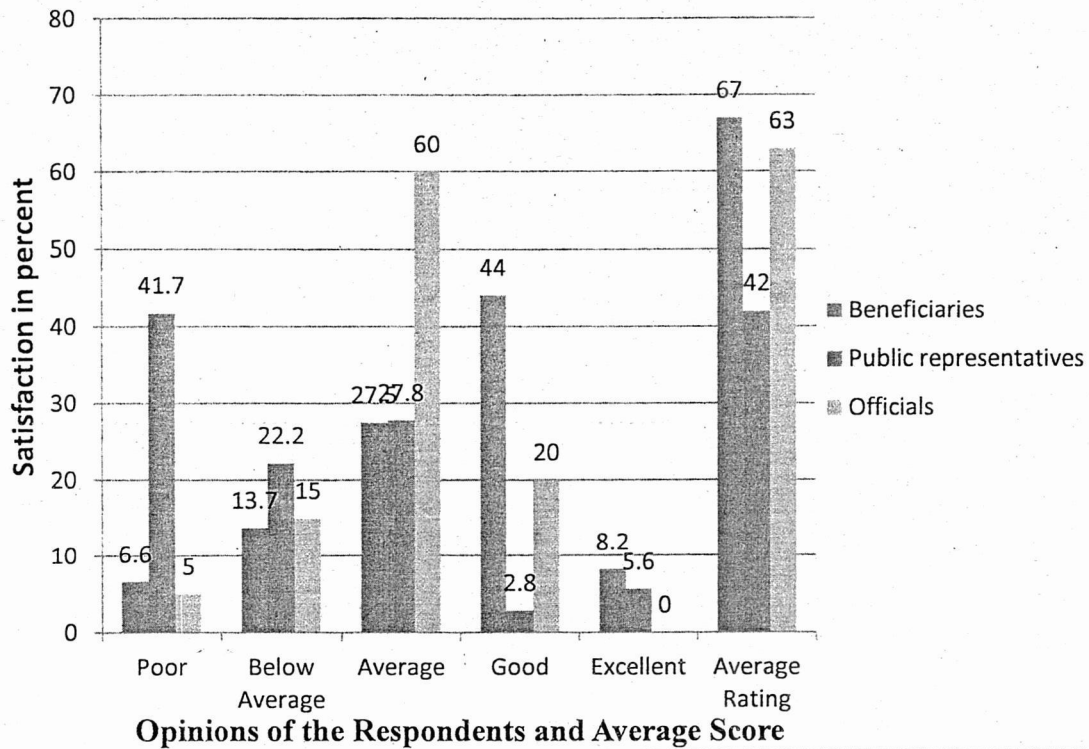
Satisfaction of incumbents may also be assessed by supply of pure drinking water by the authority. It is observed from the figure that there is no significant difference of opinion about average rating of beneficiaries and officials; though public representatives did not hold the same view. Figure 5.3 shows that weighted average score given by beneficiaries and officials was 73 and 77 respectively about supply of pure drinking water in office followed by 50 percent by public representatives for the same. The figure reveals that rating of public representatives are always lower than those of the clientele and officials in terms of supply of pure drinking water and consistent opinions are marked by beneficiaries and officials in this aspect.



4.5.4 Opinions of the Respondents about Level of Satisfaction from Toilet facility & standard of Office

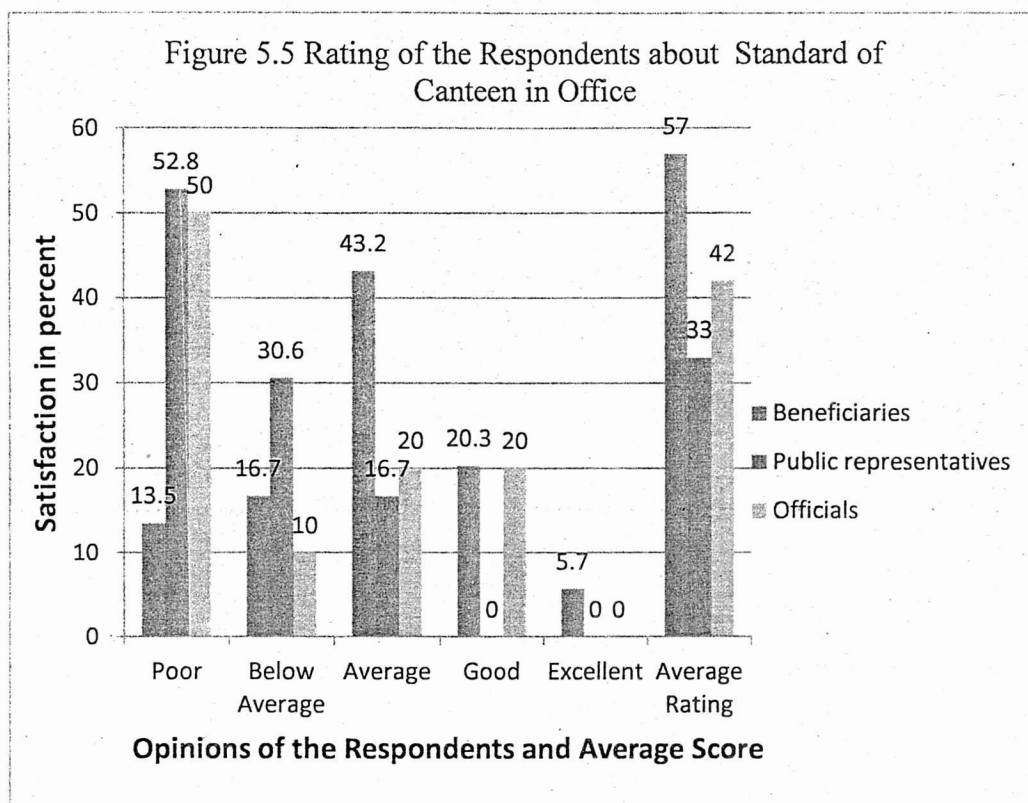
Figure 5.4 shows that with reference to toilet facility in office weighted average score made by beneficiaries and officials are 67 and 63 percent respectively followed by 42 percent by public representatives. It is pertinent to mention that given score of beneficiaries is higher than that of officials; it seems that officials did not hide the fact in this aspect. It was revealed that when the beneficiaries were asked to what extent they were satisfied with the 'toilet facility', 44 percent replied that the situation was 'good' and 8.2 percent made their opinion with 'excellent' remarks in this regard. On the other hand, about 28 percent clientele & public representatives and 60 percent officials marked that 'toilet facility' was average standard. It may be noted that 41.7 percent PRs marked 'poor' about the toilet facility.

Figure 5.4 Rating of the Respondents about Toilet facility & Standard



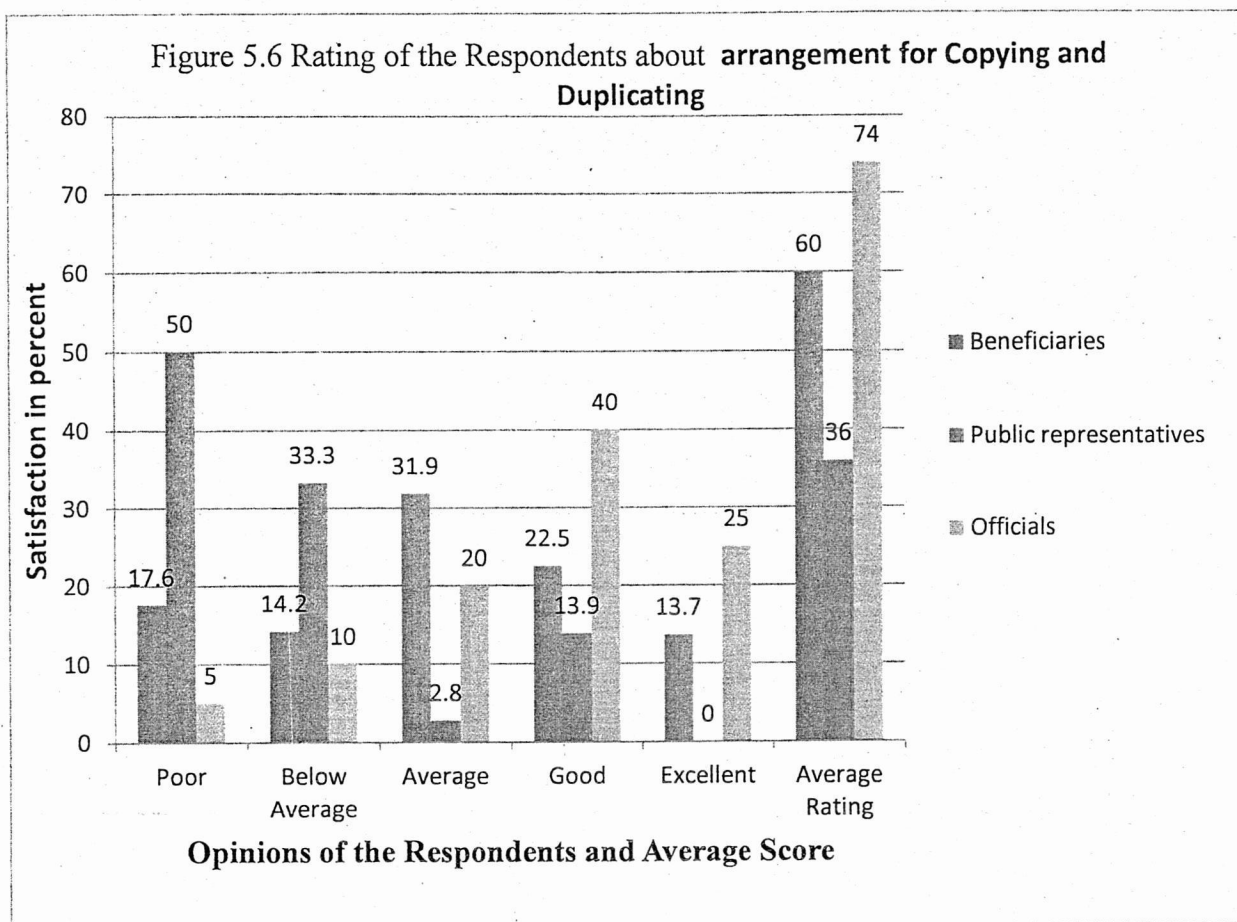
4.5.5 Opinions of the Respondents about Level of Satisfaction from Canteen facilities & standard

Satisfaction level of clientele may also be determined with the existence and standard of canteen facilities of the office. The study shows that all the three categories of respondents rated low against this variable. Figure 5.5 reveals that weighted average score made by beneficiaries and officials was 57 and 42 respectively with reference to 'canteen facilities' in office premises followed by only 33 percent by public representatives. More than 50 percent of the public representatives and officials opined that canteen facility was poor; whereas, 43.2 percent of the beneficiaries advocated in favour of average standard of canteen facility. It is observed that none of the public representatives and official opined that the standard of canteen was excellent. It is observed that the respondents ranked lowest about the canteen facility among all other variables for measuring environment and logistics.



4.5.6 Opinions of the Respondents about Level of Satisfaction from arrangement for copying and duplicating

Figure 5.6 reveals that weighted average score given by beneficiaries and officials about 'arrangement for copying and duplicating' was 60 and 74 percent respectively followed by only 36 percent by public representatives (PR). 50 percent of the PR opined that arrangement for copying and duplicating was poor; whereas, about 32 percent beneficiaries advocated in favour of average standard of the facility. It is observed that none of the public representatives marked that the availability of facility was excellent.



The Table 4.5.1 shows that weighted average scores made by beneficiaries and officials with reference to cleanliness, seating arrangement and supply of drinking water in service delivery in offices are within 73 to 84 percent and those of toilet and arrangement for copying documents are within 60 to 74 percent. It is revealed that respondents rated at the lowest for canteen facilities compare to others determinants of the service delivery point. It is evident from the table that PRs always rated lower than those of beneficiaries as well as officials in respect of variables that affect environment of the office.

Table 4.5.1 Opinions of the Respondents Relating Office Environment of Services Delivery

(in Percent)

Determinants of Service Delivery*	Opinions of the Respondents					Average Rating
	Poor (1)	Below Average (2)	Average (3)	Good (4)	Excellent (5)	
Cleanliness of office	0.5	3.4	5.9	53.9	36.3	84
	2.8	8.3	25	13.9	50	80
	5	0	10	40	45	84
Seating arrangement	1.0	11.3	25.1	35.5	27.1	75
	33.3	16.7	13.9	30.6	5.6	52
	10	10	10	30	40	76
Supply of drinking water	2.5	21.7	15.3	28.6	32.0	73
	41.7	16.7	5.6	22.2	13.9	50
	10	0	15	45	30	77
Toilet facility and standard	6.6	13.7	27.5	44	8.2	67
	41.7	22.2	27.8	2.8	5.6	42
	5	15	60	20	0	63
Canteen facilities	13.5	16.7	43.2	20.3	5.7	57
	52.8	30.6	16.7	0	0	33
	50	10	20	20	0	42
Arrangement for copying and duplicating	17.6	14.2	31.9	22.5	13.7	60
	50	33.3	2.8	13.9	0	36
	5	10	20	40	25	74

Source: Field survey, February 2016.

4.6.0 Problems and Suggestions Identified by the Respondents in Terms of Service Delivery

4.6.1 Problems Identified by the Respondents

Table 4.6.1 shows the problems identified by three groups of respondents- the respondents were the officials, Public Representatives and the clientele / beneficiaries who are the recipient of service delivery. When it was asked whether poor service delivery was due to shortage of skilled field workers and professional manpower, 44.4 percent public representatives considered it to be a cause of poor service delivery while 31.4 percent beneficiaries and 25 percent official provide their opinion in favour. So it appears from the responses that on average 33.6 percent of the total respondents are in favour of the dearth of professional manpower which stands on the way of speedy delivery of service. It is evident from the table that 28.87 percent of the respondents opined "bill board was not displayed in front of the office" as one of the barriers of service delivery and 25.83 percent of them identified "services were not provided in spite of frequent attendance/reporting in office" for another cause for the same. The average 25.27 percent respondents considered that "absence of accountability of officials" were one of the major causes, which hindered the speedy service delivery; however, 100 percent officials claimed that there is no lack of accountability of officials but 61.1 percent public representatives advocated in favour of lack of accountability of officials in service delivery. The most common problem identified by the respondents was the 'inadequate allocation of money'. 70.87 percent of the respondents in general and 88.2 percent of the clientele in particular told about the 'inadequate allocation of money' as a barrier of delivery of service and this opinion was endorsed by majority (55 percent) of the officials. 23.10 respondents opined that poor service delivery was due to 'complex administrative procedures and lack of local level coordination'. 18.10 percent respondents considered the Harassment of Middleman to be responsible to speed up service delivery system while 31.20 percent respondents in average opined that 'absence of proper remedial measures relating to complain of clients' was one of the many causes of poor service delivery; on the other hand, 29.03 percent respondents on average opined that 'absence of the supervision by local representatives' was responsible to non- satisfactory delivery of service which were agreed by 30 percent officials and public representatives. According to 33.3 percent local representatives thought that 'lack of individual responsibility of performing tasks' was the cause of poor delivery system, and these views were endorsed by only 3.4 percent clientele and 5 percent officials. On average 30.83 percent respondents from three groups viewed 'Lack of

Information Assistance Centre and ICT facilities' was responsible on the way to speed-up delivery system, 38.9 percent public representatives and 35 percent officials endorsed this view. The maximum number (80 percent) of officials and public representatives (66.7 percent) told that 'ignorance of the people about the procedures of rendering service' was the cause of poor delivery system and this view was endorsed by 50.5 percent beneficiaries. It was revealed from the table that three types of respondents unanimously agreed that 'negative attitudes of officials' did not appear as a remarkable reason in terms of delivery of services. 27.8 percent public representatives opined that poor service delivery was caused by 'no provision of supervision and evaluation of work', but very insignificant percent of clientele and officials agreed with this view.

Table 4.6.1 Opinions of the Respondents about the Barriers to Extend Services to the Citizen

Barriers	Respondents in percent			
	Beneficiary	Public Representatives	Officials	Average
Shortage of skilled field workers	31.4	44.4	25	33.60
Service related Bill Board was not displayed in front of the office	17.2	44.4	25	28.87
Services were not provided in spite of frequent attendance/reporting in office	19.7	27.8	30	25.83
Absence of accountability of officials	14.7	61.1	00.0	25.27
Complex administrative procedures and lack of local level coordination	17.6	16.7	35.0	23.10
Harassment of Middleman	17.6	16.7	20.0	18.10
Absence of proper remedial measures relating to complain of clients	14.7	63.9	15.0	31.20
Inadequate supervision by local representative	26.5	30.6	30	29.03
Lack of individual responsibility of performing tasks	3.4	33.3	5.0	13.90
Lack of Information Assistance Centre and ICT facilities	18.6	38.9	35.0	30.83
Inadequate decision making authority	22.1	44.4	15	27.17
Ignorance of the people about service delivery procedures	50.5	66.7	80	65.73
Negative attitudes of Officials	18.1	27.8	30	25.30
Inadequate supervision and evaluation of work	9.3	27.8	10	15.70
Inadequate allocation of money	88.2	69.4	55	70.87
Total Respondents	204	36	20	

- Source: Field survey, February 2016.
- Multiple answers were recorded.

4.6.2 Suggestion of the Respondents to improve the Quality of Services under Social Safety Net Programme (SSNP).

- This table shows the suggestions given by the respondents to improve the quality of Services under SSNP. The respondents were the beneficiaries public representatives and officials (Upazila Social Service Officer) when it was asked whether the bill board / notice board indicating different types of services offered by DDS is important to improve the quality of services under SSNP 32 percent beneficiaries suggested to place bill board / notice board in the public places, while 91.7 percent public representative and 70 percent officials given same suggestions. So it appears from the responses that on an average 64.73 percent suggested for placing bill board/ notice board in the public places. On an average 68.53 percent respondents suggested that for quality services skilled field workers should be employed/ deployed. Coordination problem at local level are remarkable; on an average 80.7 percent respondents suggested to detect Coordination problem at local level and this problem should be solved for the quality services of the DSS. It is evident from the table that 72.2 percent public representative suggested for the speedy solution of clients complain should be done. Other respondents also given the same suggestion. Average 64.50 percent respondents suggested for the speedy solution of the clients complain. For providence quality services fund is an important factor. Specially timely release of the fund is also important. 90.7 percent beneficiaries suggested for the adequate allocation of fund and timely release of the fund. 83.3 percent public representative also suggested the same. Average 73.00 percent of total respondent suggested for the required amount of fund and timely release of the fund. The table shows problem indentified by the respondents about interference of the middlemen. 80.6 percent public representatives suggested to stop the middlemen interference. While average 46.50 percent respondents suggested for the punishment of the middlemen for their undue interference for getting services from the DSS. Interesting finding in this respect is that only 3.9 percent direct beneficiaries mentioned the interference of middlemen, the reason of this poor responses compare to PRs and officials may be beneficiaries are not aware about the existence of middleman due to lack of understanding about the real situation. To improve quality of services under SSNP reward and punishment system can play a vital role. This is indentified by the respondents. 100 percent PRs suggested for the provision of the reward and punishment, 85 percent officials also endorsed this opinion. On average 69.67 percent respondents suggested to keep provision of the reward and punishment for good and bad performance. In the area of ICT for providing quality services computer facilities and modern technology is a must. Respondents claimed that proper services could not be delivered in time due to lack of computer facilities and modern technology. 100 percent public representatives and 95 percent officials suggested to arrange

computer facilities and modern technology in the DSS office. On an average 74.47 percent respondents suggested the same.

- In our country most of the citizens does not know what are the services provided by the government offices. Specially by the DSS. This is due to lack of awareness of the citizens. The table shows 100 percent public representatives and 95 percent officials suggested for building up awareness of the citizens through publicity. While 25.5 percent beneficiaries also suggested the same. Average 73.50 percent respondents suggested that awareness should be strengthen through Publicity. When it was asked to the respondents what are the problems for timely accomplishes tasks. 86.1 percent public representatives and 95 percent officials said that necessary logistic support should be provided for accomplishing the tasks. 25 percent beneficiaries also suggested the same. Average 67.17 percent respondents suggested for providing necessary logistics to accomplish tasks. Transparency in work is important. Clients should have clear idea about the progress of the work. 90 percent officials suggested that transparent idea about the progress of the work should be given to the clients. While 10 percent beneficiaries and 75 percent public representatives suggested the same. Average 58.63 percent respondents opined for transparency in work. 100 percent public representatives suggested for the training of the clients. Because necessary training is important for the clients. 15.4 percent beneficiaries and 85 percent officials suggested for the training of the clients. Average 66.80 percent respondents suggested for providing necessary training to the clients. To provide quality services timely incentives can play an important role. Service provider should get incentives. 86.1 percent public representatives suggested for giving incentives to the concerned officials. While 18.3 percent beneficiaries and 80 percent officials suggested for giving incentives. Average 61.47 percent respondents suggested for giving incentives to the officials. Centralized decision making authority takes time to provide services timely. In this regard 88.9 percent Public representatives suggested that decision making authority should be extended to concerned implementing officials. Average 49.63 percent respondents suggested to extend decision making authority to the concerned implementing Officers. Maximum respondents form the Public Representatives suggested that "Administration is for public services" this slogan should be promoted. 100 percent public representatives suggested for the promotion of the slogan. While 35.6 percent beneficiaries and 40 percent officials suggested for promoting the slogan " Administration for public services". 58.53 percent respondents on average opined for promoting the slogan. To improve quality services under the SSNP knowing decision as a right of the beneficiaries and concerned officials should be ensured. When it was asked to the respondents 86.1 percent public representatives suggested to ensure knowing decision of the authority about SSNP to the concerned. 21.7 percent beneficiaries and 55

percent officials suggested to ensure knowing decision making right. In average 54.27 percent respondents suggested that knowing decision as a right should be ensured.

- In most of the cases beneficiaries does not know name of the service provider. They suffer for this. Who will provide what services it should be clearly known to the clients. There is no name card on the table of the service provider. When it was asked to the respondents 100 percent public representatives suggested that name card of the services provider should be displayed on the table. While 25 percent beneficiaries and 50 percent officials suggested for displaying the name card on the table. In average 58.33 percent respondents suggested for displaying name card on the table.

Table 4.6.2 Suggestions of the Respondents to Improve the Quality of Services under SSNP

Suggestions	Respondents in %			Average
	Beneficiary	Public Representatives	Officials	
Displaying Bill/Notice Board in conspicuous places indicating services offered by DSS	32.5	91.7	70	64.73
Required number of skilled field workers should be employed/deployed	28.9	91.7	85	68.53
Strengthening coordination at local level	48	97.2	95	80.07
Speedy solution of the complain of clients	36.3	72.2	85	64.50
Supervision of work jointly by officials and PRs	20.6	72.2	50	47.60
Adequate fund allocation and timely release	90.7	83.3	45	73.00
Severe punishment of middlemen	3.9	80.6	55	46.50
Provision of Reward and punishment	24	100	85	69.67
Computer facility and modern technology should be arranged	28.4	100	95	74.47
Build up awareness of the citizens through publicity	25.5	100	95	73.50
Necessary logistics support for task accomplish	20.4	86.1	95	67.17
Regular inform clients about the progress of the work	10.9	75	90	58.63
Necessary need based training to clientele	15.4	100	85	66.80
Officials should be given necessary incentives	18.3	86.1	80	61.47
Delegation of decision making to concerned implementing officer	15	88.9	45	49.63
Promoting the Slogan "Administration is for Public Services"	35.6	100	40	58.53
Knowing decision as a right should be ensured	21.7	86.1	55	54.27
Use of name card/tag by service providers	25	100	50	58.33
Total Respondents	204	36	20	

- Source: Field survey, February 2016.
- Multiple answers were recorded.

CHAPTER- V

Summary, Recommendations and Conclusions

5.1 SUMMARY

There is a general consensus among all political economists and social scientists that the members of the public are harassed and embarrassed by public officials and the members of the public have taken the shape of benefactor and beneficiary, although the public servants were meant to provide service to public. But there is lack of quantitative information about different aspects of delivery of services. This study focuses on standard of selection of beneficiaries under SSNP, present satisfaction level of beneficiaries/citizens', views and expectations from the public servants in terms of delivery of services of Upazila Social Services Department and to find-out the ways & means to improve the existing situation. Descriptive statistics and to some extent econometric tools have been used to analyze the data. The key findings of the study are:

Demographic Profile of the Beneficiaries: The mean age of beneficiaries is 59.6 years (Table 4.1.1). It is observed that highest percentage (50.5) belongs to the age group of 61-70 years followed by that of 51-60 years. It is noticed that most of the beneficiaries (83.3 percent) are aged between 41 and 80 years. Most of the respondents (50.0 percent) are illiterate followed by 'can write name' (19.6 percent) only. 11.3 percent respondents completed 11 to 15 years of schooling, where the average years schooling is 3 percent. The results indicate that the percentage of population having no/lower education is significantly high (Table 4.1.2). Average number of members of households is 5.09 and that of dependent number of members is 3.70. The highest percentage (31.4) of households has 5 to 6 members followed by 3 to 4 members (28.4 percent). Numbers of family member mostly concentrate from 3 to 8 (Table 4.1.3). It is revealed that 22.5 percent of the respondents are counted as 'home manager (house wife)' followed by 18.1 percent unemployed. 14.2 percent of the respondents lead their lives through small business as major occupation. The study reveals that 15.7 percent respondents undertook major occupation as agriculture/general labour combinably (Table 4.1.4). Average monthly income of the respondents is Tk. 5597.57. Majority of the respondents (42.1 percent) hold the income from Tk. 500 to 3000 (Table 4.1.5). About 77 percent of the respondents have no land and average size of the land is only 8.36 decimals. 13.7 percent of the respondents on an average possess 1 to 49 decimal cultivable lands (Table 4.1.6).

Selection of the Beneficiaries under Social Safety Net Program (SSNP): It is apparent that all the criteria, which are precondition and required for selection beneficiaries under SSNP have been followed by the concerned authority to a great extent. Weighted average scores made by all three types of respondents regarding selection of beneficiaries under SSNPs are more than 70 percent. Right persons are being selected as beneficiaries of the Old Aged, Widowed, Divorced and Destitute women and Insolvent

Disabled/Insolvent Disabled Student Allowance under the social safety net Programme (SSNP) of the government.

Overall Satisfaction under SSNP: It was revealed from the study that 31 percent of the respondents were hundred percent satisfied whereas, 69 percent of them replied that they were not 100 percent satisfied with those (Table 4.3.1).

Level of Satisfaction from Delivery of Service under SSNP: The result showed that 81.9 percent of the beneficiaries replied that they either 'agreed' or 'strongly agreed' with the statement that 'officials provided services without favour & discrimination' and in this regard the average weighted score for the same statement was 83 percent. On the contrary, weighted average score of public representatives and officials for the same statement were 84 and 87 percent respectively (Figure 4.1).

52.5 percent of beneficiaries replied that they 'agreed' with the statement of 'equal accesses in terms of receipt of services as per entitlement', followed by 'strongly agreed' with 32.4 percent, i.e., about 85 percent of the service users recognized that they had equal accesses to the services providers. On the other hand, in case of the responses of public representatives and officials the figures for the same statement was 11.1 & 41.7 and 30 & 50 percent respectively. The weighted average score of beneficiaries, public representatives and officials about accessibility to services were 82, 73 and 86 percent respectively (Figure 4.2).

The figure 4.3 indicates that 53.4 percent of the beneficiaries agreed with the statement that 'officials provided services within the specified time' and in this regard the average scoring for the same was 69 percent. On the contrary, weighted average score given by public representatives and officials for the same statement were 81 and 80 percent respectively.

The figure 4.4 indicates that 65.7 percent of the beneficiaries 'agreed' or 'strongly agreed' with the statement that 'officials were prompt to take decision' and in this regard the weighted average scoring for the same statement was 73.63 percent. On the contrary, the weighted average scoring for public representatives and officials for the same statement was 83.43 and 84 percent respectively.

It is revealed that 56.8 percent of the beneficiaries either 'agreed' or 'strongly agreed' with the statement that 'officials paid necessary attention to service users' and in this regard the average scoring for the same was 73 percent; public representatives also endorsed the same view (73 percent) in this aspect. On the other hand, average scoring of officials for the same statement was 89 percent (Figure 4.5).

It was observed that 72 percent of the beneficiaries 'agreed' & 'strongly agreed' with the statement - 'officials hold enough knowledge and skills to perform service user's requirements' and in this regard the weighted average scoring for the same statement was 78 percent; public representatives also endorsed the

same view in this aspect. On the contrast, average scoring of officials for the same statement was 87 percent (Figure 4.6).

The results revealed that 62.2 percent of the beneficiaries 'agreed' or 'strongly agreed' with the statement that 'cost of services was reasonable and officials provided services efficiently' and for this issue the average scoring for the same statement was 76 percent; On the other hand, average scoring for the same statement of public representatives and officials was 88 and 84 percent respectively (Figure 4.7).

It was observed that 78.9 percent of the beneficiaries 'agreed' or 'strongly agreed' with the statement that 'officials provided services displaying courtesy and respect to service users' and in this regard the weighted average scoring for the same statement was 84 percent. On the other hand, for public representatives and officials rated for the same statement was 84 and 89 percent respectively which were very close to that of service users (Figure 4.8).

It is revealed that 70.1 percent of the beneficiaries 'agreed' and 'strongly agreed' with the statement that 'officials provided complete and correct information to service users' and weighted average scoring for the same statement was 76 percent. On the other hand, average scoring of public representatives and officials for the same statement was 81 and 90 percent respectively which are very close to that of service users (Figure 4.9).

41.2 percent of the beneficiaries 'agreed' and 22.5 percent of them 'strongly agreed' with the statement of- 'officials provided services with proper commitment to service users' and in this connection the average scoring of the beneficiaries for the same statement was 74 percent. On the other hand, public representatives and officials rated the same statement with 77 and 76 percent respectively which are very close to that of service users (Figure 4.10).

It is evident that 40.7 percent beneficiaries replied that they 'agreed' with the statement- 'officials show sympathy and empathy' in terms of receipt of services, followed by 'strongly agreed' with 35.3 percent. Weighted average score of service users was 88 percent to service providers. On the other hand, public representatives and officials rated the same statement with 25.7 & 45.7 and 36 & 45 percent respectively. The weighted average scoring of beneficiaries, public representatives and officials about showing sympathy in service delivery were 88, 77 and 87 percent respectively (Figure 4.11).

The figure 4.12 indicates that 41.2 percent beneficiaries agreed with the statement that 'officials provided services with honesty and integrity' and weighted average score for the same statement was 69 percent. On the contrary, average scoring of public representatives and officials for the same statement was 79 and 91 percent respectively.

It is evident that 60.7 percent beneficiaries agreed with the statement that 'officials are reasonably alert to hear from the service users' and in this regard the weighted average score for the same statement was 75

percent. On the other hand, public representatives and officials' scoring for the same statement was 76 and 87 percent respectively (Figure 4.13).

The study indicates that 39.7 percent of the beneficiaries agreed with the statement that 'officials redressed and taken corrective measures to the service users' and in this regard the weighted average score of beneficiaries for the same statement was 68 percent. On the other hand average scoring of public representatives and officials' for the same statement was 74 and 83 percent respectively (Figure 4.14).

The result shows that 39.7 percent beneficiaries replied that they 'agree' with the statement 'in the end, we received what we required', followed by 'strongly agree' with 38.9 percent and the average scoring for this statement was 81.67 percent. In contrast, the average scoring of public representatives and officials were 73.89 and 82 percent respectively.

It is evident that 74 percent beneficiaries replied they 'agreed' with the statement, "they were harassed by middlemen in terms of service received" followed by 'strongly agreed' with the statement, where the weighted average scoring was 80 percent. In contrast, 74 percent public representatives and concerned officials endorsed the view of service users (Figure 4.16).

78.9 percent beneficiaries replied that they either 'agreed or strongly agreed' with the statement, 'delivery of the services were surrounded by cumbersome procedures', where the weighted average scoring was 80 percent; in contrast, in terms of weighted average, 74 percent public representatives and 70 percent concerned officials endorsed the view of service users (Figure 4.17).

The study showed that 64.2 percent beneficiaries agreed with the statement that 'officials maintained flexibility to provide services' and in this regard the weighted average score for the same statement was 74.22 percent. On the contrary, rating of public representatives and officials for the same statement was 76.67 and 76 percent respectively (Figure 4.18).

Level of Satisfaction with Office Environment: About 54 percent beneficiaries replied that the situation in terms of 'cleanliness' of the office premises was 'good' whereas 36.3 percent made their opinion with 'excellent' remarks in this regard. On the other hand, 50 percent public representatives and 45 percent officials replied that in terms of cleanliness it was excellent. Weighted average scores made by beneficiaries, PR and officials in this aspect were 84, 80 and 84 respectively.

Figure 5.2 shows that weighted average score given by beneficiaries and officials about seating arrangement in office was 75 and 76 percent respectively followed by 52 percent by public representatives. The figure shows that 35.5 percent beneficiaries and 40 percent officials marked 'good' and 'excellent' respectively about the seating arrangement of offices; whereas 33.3 percent public representatives marked poor for the same.

It was revealed from the study that weighted average score given by beneficiaries and officials was 73 and 77 respectively about supply of pure drinking water in office followed by 50 percent by public representatives (Figure 5.3 and table 4.5.1).

With reference to toilet facility in office, weighted average score made by beneficiaries and officials was 67 and 63 percent respectively followed by 42 percent by public representatives (PR). About 28 percent clientele & PR and 60 percent officials marked that 'toilet facility' was average standard. It may be noted that 41.7 percent PR marked 'poor' about the toilet facility (Figure 5.4).

It was found that weighted average score made by beneficiaries and officials was 57 and 42 respectively with reference to 'canteen facilities' in office premises followed by only 33 percent by PRs. More than 50 percent of the public representatives and officials opined that canteen facility was poor; whereas, 43.2 percent beneficiaries advocated in favour of average standard of canteen facility (Figure 5.5).

It was revealed that weighted average score given by beneficiaries and officials about 'arrangement for copying and duplicating' was 60 and 74 percent respectively followed by only 36 percent by public representatives (Figure 5.6).

The most common problem identified by the respondents was 'inadequate allocation of money'. On an average 70.87 percent of the respondents in general and 88.2 percent of the clientele in particular told about the 'inadequate allocation of money' as a barrier to delivery of service and this opinion was endorsed by majority (55 percent) of the officials (Table 4.6.1).

For providing quality services fund is an important factor, especially timely release of the fund is also important. 90.7 percent beneficiaries suggested for the adequate allocation of fund and timely release of the fund. 83.3 percent public representative also suggested the same. Average 73.00 percent respondent suggested for the required amount of fund should be released timely.

5.2 RECOMMENDATIONS

To maximize the level of satisfaction of the beneficiaries the following recommendations are derived from the study findings and analysis:

- i. **Services should be provided within the stipulated time:** The figure 4.3 indicates that 53.4 percent of the beneficiaries agreed with the statement that ‘officials provided services within the specified time’ and in this regard the average scoring for the same statement was 69 percent. On the other hand, public representatives and officials rated 81 and 80 percent respectively against the same statement. This indicates that service users are not fully agreed with the statement of public representatives and officials in line with the timeliness concerned and level of satisfaction they required. Hence, authority should ensure to provide the services to the beneficiaries within the stipulated time
- ii. **Ensure economy in service delivery:** The study revealed that 62.2 percent of the beneficiaries replied that they either ‘agreed’ or ‘strongly agreed’ with the statement that ‘cost of services was reasonable and officials provided services efficiently ‘and weighted average scoring for the same statement was 76 percent; on the other hand, weighted average score made by public representatives and officials for the same statement was 88 and 84 percent respectively (Figure 4.7). This indicates that beneficiaries scoring are lower than those of the score of officials in terms of the value of money concerned. So, it is evident from the finding that still there is scope of increasing efficiency of the officials and thus to ensure economy in service delivery.
- iii. **Officials should maintain highest level of honesty and integrity:** The figure 4.12 indicates that 41.2 percent beneficiaries either ‘agreed or strongly agreed’ with the statement that ‘officials provided services with honesty and integrity’ and in this regard the weighted average scoring for the same statement was 69 percent. On the contrary, average rate of scoring made by public representatives and officials for the same statement was 79 and 91 percent respectively. This indicates that beneficiaries as well as public representatives did not endorse the views of officials’ in terms of honesty and integrity. So it is recommended that officials should maintain highest level of honesty and integrity to serve the beneficiaries.
- iv. **Customers feedback should be honoured and corrective measures need to initiate:** The figure 4.14 depicts that 39.7 percent beneficiaries either ‘agreed’ or ‘strongly agreed’ with the statement that ‘officials redressed and taken corrective measures to the beneficiaries’ and in this regard the weighted average score for the same statement was 68 percent. On the other hand, average scoring rate given by PRs and officials’ for the same statement was 74 and 83

- percent respectively. This indicates that service users and public representatives' did not endorse the view of officials in respect to redress and corrective measures. In fact provision of redress and taken corrective measures is important to beneficiaries during service delivery. The public service providers need to consider the feedback of customers and to initiate corrective measures to address and resolve any undue administrative action. Thus, customer feedback and corrective measures may enhance the level of satisfaction of the beneficiaries.
- v. **Free from harassment:** It is proved from the Figure 4.16 that when the beneficiaries were asked whether they agreed with the statement that 'they were harassed by middlemen in terms of service received', 74 percent of the beneficiaries replied that they either 'agreed' or 'strongly agreed' with the statement where the average scoring was 80 percent; in contrast, 74 percent of the public representatives and concerned officials also endorsed the view of beneficiaries. This indicates that there is ample scope of dissatisfaction of beneficiaries in terms of harassment with the adverse role of middlemen. Hence, authority should take measures so that beneficiaries should be satisfied with public services without facing any harassment by middlemen or by others.
 - vi. **Disqualified citizens should not be selected as beneficiary under SSNP:** It is revealed from the table 4.2.1 that when it was asked to the public representatives (PRs) whether they agreed with the statement 'criteria declared by the authority for ineligibility of selecting beneficiaries were followed'; 16.7, 2.8, 36.1 percent of them answered strongly 'disagree', 'disagree' and 'neither agree nor disagree' respectively with the statement. Weighted average score for the same statement made by PRs is 67. Hence, it is recommended that in case of selecting beneficiaries, disqualification declared by authority should be strictly followed.
 - vii. **Toilet facility should be improved:** Figure 5.4 reveals condition of toilet facility in office, weighted average score made by beneficiaries and officials about condition of toilet was 67 and 63 percent respectively followed by 42 percent by public representatives. It seems that officials did not hide the fact in this aspect. It was revealed that when the beneficiaries were asked to what extent they are satisfied with the 'toilet facility', 44 percent replied that the situation is 'good' and 8.2 percent made their opinion with 'excellent' remarks. About 28 percent clientele & public representatives marked that 'toilet facility' was average in standard, 41.7 percent

public representatives marked 'poor' about the toilet facility. Hence, toilet facility should be improved to increase the level of satisfaction of the beneficiaries.

- viii. **Provision of copying and duplicating:** It is depicted from the Figure 5.6 that weighted average score given by beneficiaries and officials about 'arrangement for copying and duplicating' was 60 and 74 percent respectively followed by only 36 percent by public representatives. 50 percent of the public representatives opined that arrangement for copying and duplicating was poor; whereas, about 32 percent beneficiaries advocated in favour of average standard of the facility, and 17.6 percent beneficiaries marked that this facility was poor. This information advocates that there should be provision of copying and duplicating in office premises to satisfy the beneficiaries.
- ix. **Allocate and release fund timely:** The most common problem identified by the respondents was the 'inadequate allocation of money'. 70.87 percent of the respondents in general and 88.2 percent of the clientele in particular told about the 'inadequate allocation of money' as a barrier of delivery of service and this opinion was endorsed by majority (55 percent) of the officials (Table 4.6.1). On the other hand, 90.7 percent beneficiaries suggested for the adequate allocation and timely fund release (Table 4.6.2). 83.3 percent PRs also suggested the same. Hence, there should be regular provision to allocate and release adequate money to meet the demand of clientele.
- x. **Coordination problem should be addressed:** Table 4.6.2 depicts that on average 80.7 percent respondents suggested to detect coordination problem at local level, 97.2 percent PRs and 95 percent officials endorsed the view of beneficiaries. Hence, Coordination problem at local level should be mitigated.
- xi. **Interaction between Officials and Clientele:** 90 percent officials opined that clients should be given transparent ideas about the progress of the work, and 75 percent PRs endorsed this view (Table 4.6.2). The gap between public officials and the clientele may be minimized and officials should frequently visit the beneficiaries to develop a healthy and smooth relation between the service providers and recipients. The middlemen should be strictly dealt with extreme measures.

5.3 CONCLUSIONS

The study focused around the most promising subjects in the context of Bangladesh such as delivery of public service and people's satisfaction. Several factors were considered in terms of satisfaction measurement. The study reveals that most of the people are generally satisfied with the services provided by Social Services Department. However, we observed some limitations in this regards. If concerned authority can remove some miss management and irregularities during the selection procedure and increase the amount, as well as if we can ensure pro-people attitude by the concern officials then those mentioned programmes will be more effective and people may be more happy and satisfied. The analysis, findings and concurrent recommendations may have a pioneer effect in preparing more studies in the area. The recommendations proposed in this study should not be viewed in isolation rather the interrelationships between the recommendations should be perceived and implemented accordingly in order to get synergistic results.

Limitations of the Study

To address the study objectives it was necessary to use nationally representative sample of beneficiaries under SSNPs and common citizens who are not under the preview of SSNPs. However, it was not possible to take large number of sample respondents due to budget time constraints. The scope of the study was kept limited to four Upazila of two districts. It was decided to select several villages and unions of Upazila on the basis of the consideration of availability of respondents and sample beneficiaries were randomly selected from these Upazilas. Hence, the findings of the study may not be treated as general features of all the selected beneficiaries under SSNPs of the country. In this study, to collect data no FGD and case study were followed, hence; the study findings may be to some extent weaker than the expectation.

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Sl.	Programmes	Coverage			Budget (Taka in crore)		
		Budget (2013-14)	Revised (2013-14)	Budget (2014-15)	Budget (2013-14)	Revised (2013-14)	Budget (2014-15)
1	Old Age Allowance	27.23	27.23	27.23	980.10	980.10	1306.80
2	Allowances for the Widow, Deserted and Destitute Women	10.12	10.12	10.12	364.32	364.32	485.76
3	Allowances for the Financially Insolvent Disabled	3.15	3.15	4.00	132.13	132.13	240.00
4	Maternity Allowance Programme for the Poor Lactating Mothers	1.16	1.16	2.20	48.88	48.88	132.00
5	Allowances for Urban Low-income Lactating Mothers	0.98	0.86	1.00	41.19	41.19	60.00
6	Honorarium for Freedom Fighters	2.00	2.00	2.00	360.00	720.00	1200.00
7	Honorarium & Medical Allowances for Injured Freedom Fighters	0.08	0.13	0.15	75.64	121.40	144.97
8	Assistance for Cancer, Kidney and Liver Cirrhosis Patients		0.04	0.20		2.00	10.00
9	Grants for Residents in Government Orphanages and Other Institutions	0.18	0.18	0.18	30.88	30.88	46.50
10	Capitation Grants for Orphan Students in Non-gov. Orphanages	0.54	0.54	0.60	71.40	71.40	74.40
11	General Relief Activities	7.32	5.79	6.51	89.36	89.36	100.41
12	Block Allocation for Disaster Management				100.00	100.00	100.00
13	Non-Bengali Rehabilitation	1.21	1.21	1.21	19.80	19.80	20.00
14	Allowances for Distressed Cultural Personalities/Activists	0.01	0.01	0.01	2.50	2.50	3.10
15	Pension for Retired Government Employees and their Families	4.81	4.81	5.00	6691.51	6816.05	8482.03
16	Ration for Shaheed Family and Injured Freedom Fighters	0.25	0.29	0.30	22.50	26.00	26.90
17	Programme for Livelihood Improvement of tea-garden labourers		0.02	0.10		1.00	5.00
Subtotal: Lac-Man & Taka (A1.1)		59.04	57.54	60.81	9030.21	9567.01	12437.87
(A.1.2) Social Empowerment							
1	Stipend for Disabled Students	0.29	0.29	0.50	9.70	9.70	25.56
2	Grants for the Schools for the Disabled	0.12	0.18	0.19	5.81	8.50	9.00
Subtotal: Lac-Man & Taka (A.1.2)		0.41	0.47	0.69	15.51	18.20	34.56
Total: A.1 (A.1.1+A.1.2)		59.45	58.00	61.50	9045.72	9585.21	12472.43
(A.2) Cash Transfer (Special) Programme							
(A.2.1) Social Empowerment							
1	Housing Support	2.14	2.14	2.45	14.00	14.00	16.00
2	National Legal Aid		0.10	0.11		4.89	6.00
3	Agriculture Rehabilitation	29.82	29.82	32.22	62.15	62.15	67.15
Subtotal: Lac-Man & Taka (A.2.1)		31.96	32.06	34.77	76.15	81.04	89.15
Total: A (Taka)		91.41	90.06	96.27	9121.87	9666.25	12561.58
(B) Food Security Programmes: Social Protection							
1	Open Market Sales (OMS)	209.11	209.11	225.48	1565.00	1565.00	1687.50
		(Lac Man)	(Lac Man)	(Lac Man)	(7.50)	(7.50)	(7.50)
2	Vulnerable Group Development (VGD)	91.33	91.33	91.33	851.06	836.77	886.92
		(Man Month)	(Man Month)	(Man Month)	(2.75)	(2.75)	(2.75)

Sl.	Programmes	Coverage			Budget (Taka in crore)		
		Budget (2013-14)	Revised (2013-14)	Budget (2014-15)	Budget (2013-14)	Revised (2013-14)	Budget (2014-15)
3	Vulnerable Group Feeding (VGF)	85.00	64.72	64.72	1326.91	1362.77	1419.22
		(Lac Man)	(Lac Man)	(Lac Man)	(4.00)	(4.00)	(4.00)
4	Test Relief (TR) Food	39.00	18.75	18.75	1291.94	1282.35	1292.37
		(Man Month)	(Man Month)	(Man Month)	(4.00)	(4.00)	(4.00)
5	Gratuitous Relief (GR)- Food	80.00	29.05	40.00	265.38	272.55	283.84
		(Lac Man)	(Lac Man)	(Lac Man)	(0.80)	(0.80)	(0.80)
6	Food Assistance in CTG-Hill Tracts Area	7.14	7.91	7.44	240.81	266.70	250.88
		(Man Month)	(Man Month)	(Man Month)	(0.75)	(0.75)	(0.75)
7	Food For Work (FFW)	50.00	10.08	18.75	1456.98	615.19	1317.74
		(Man Month)	(Man Month)	(Man Month)	(4.00)	(2.15)	(4.00)
8	Work For Money (WFM)		8.67			428.63	
		(Man Month)	(Man Month)	(Man Month)		(1.85)	
9	Employment Generation Programme for the Poor	0.49	7.72	8.27	1400.00	1400.00	1500.00
		(Man Month)	(Man Month)	(Man Month)	(0.00)	(0.00)	(0.00)
	Total (B Lac-Man)	374.11	302.88	330.20	3157.29	3200.32	3390.56
	Total (B Man-Month)	187.96	144.46	144.54	5240.79	4829.64	5247.91
	Total: B (Taka)				8398.08	8029.96	8638.47
(C.1) Micro-Credit Programmes: Social Empowerment							
1	Micro-credit for Women Self-employment	0.09	0.09	0.18	1.00	1.00	2.00
2	Fund for Micro-Credit through PKSF	21.38	19.24	34.21	50.00	45.00	80.00
3	Social Development Foundation				298.50	300.00	160.00
	Subtotal: Lac-Man & Taka (C.1)	21.47	19.33	34.39	349.50	346.00	242.00
(C.2) Miscellaneous Funds: Social Empowerment							
1	Fund for the Welfare of Acid Burnt Women and Disabled	0.30	0.30	0.30	1.00	1.00	1.00
2	Trust for the protection of the persons with neurodevelopmental disabilities.						20.00
3	Welfare Trust for Physical disabilities.						5.00
4	Oppressed destitute women and children welfare fund.						5.00
5	Fund for Assistance to the Small Farmer and Poultry Farms	1.00	1.00	1.00	100.00	100.00	100.00
6	Swanirvar Training Programme	0.12	0.12	0.14	1.50	1.50	1.70
7	Joyeeta Foundation						10.00
8	Shamaj Kallyan Parishad	0.36	0.36	0.40	23.99	23.99	28.40
	Subtotal: Lac-Man & Taka (C.2)	1.78	1.78	1.84	126.49	126.49	131.10
(C.3) Miscellaneous Funds: Social Protection							
1	Fund for Climate Change	4.50	4.50	4.50	200.00	200.00	200.00
2	Block Allocation for Various Programme	1.17	1.00	0.64	1933.71	910.10	1052.23
3	National Service	0.42	0.42	0.43	235.00	235.00	242.74
4	Women's Skill Based Training For Livelihood						2.50
5	Child Development Center	0.02	0.02	0.02	3.20	3.20	4.00
6	Service and Assistance Center for Disabled	1.04	1.04	1.04	12.50	13.50	13.00

Sl.	Programmes	Coverage			Budget (Taka in crore)		
		Budget (2013-14)	Revised (2013-14)	Budget (2014-15)	Budget (2013-14)	Revised (2013-14)	Budget (2014-15)
7	Rehabilitation and Creation of Alternative Employment for Beggars Profession	0.01	0.01	0.01	1.00	1.00	0.50
8	Universal Pension Insurance Scheme	0.02	0.02	0.02	11.50	11.50	12.00
9	Programme for Improving the Livelihood of Harijan, Dalit, Bader common unity	0.13	0.13	0.13	8.00	8.00	9.23
10	Programme for Improving the Livelihood of Trans Gender (Hijra)	0.02	0.02	0.02	4.26	4.26	4.59
Subtotal: Man-Month & Taka (C.3) =		7.33	7.16	6.81	2409.17	1386.56	1540.79
Total: C (Taka) =		30.58	28.27	43.03	2885.16	1859.05	1913.89
Total: Protection - Lac-man (A.1.1+B) =		433.15	360.42	391.01	12187.50	12767.33	15828.43
Total: Protection - Man-Month (B+C3)		195.29	151.62	151.35	7649.96	6216.20	6788.70
Total: Empowerment: Lac-man (A.1.2+A.2.1+C1+C2) =		55.62	53.64	71.68	567.65	571.73	496.81
Grand Total (A+B+C) =					20405.11	19555.26	23113.94
Total Non-development Budget =					155,163	155,028	168,699
Percentage to Non-development Budget =					13.15%	12.61%	13.70%
(D) Development Sector Programmes: Social Empowerment							
N. 1	Running Development Projects						
1	Lump Provision for Development of Special Areas (Except Hill Tracts)					16.00	16.00
2	Ashroyan-2 Project	0.16	0.15	0.13	180.00	165.00	141.43
3	Primary School Stipend Program	78.17	78.17	78.17	1000.00	852.50	970.00
4	School Feeding Programmes	44.20	42.12	31.12	541.00	515.50	380.94
5	Reaching Out of School	7.00	4.16	6.30	248.99	148.00	224.00
6	Secondary Education Sector Investment Program		1.75	2.10		40.00	396.00
7	Secondary Education Stipend		14.98			273.00	1.00
8	Stipend and Access Increase for Secondary and Higher Secondary Students (including Secondary)	26.28			449.86		
9	Female Stipend for Degree (pass) and Equivalent Level		1.74	2.10	3.00	3.00	5.00
10	Higher Secondary Female Stipend Project-Phase-4		4.02			112.00	1.00



Sl.	Programmes	Coverage			Budget (Taka in crore)		
		Budget (2013-14)	Revised (2013-14)	Budget (2014-15)	Budget (2013-14)	Revised (2013-14)	Budget (2014-15)
32	Eradication of Hazardous Child Labour in Bangladesh (3rd Phase)		0.50			42.00	
33	Northern Areas Reduction of Poverty Initiatives		0.04	0.04		89.45	32.00
34	Pro Poor Slum Integration		0.08	0.05		6.73	4.19
35	Employment Opportunitieis for Unemployed Youth in 7 Northern District	0.12	0.12	1.00	5.44	5.44	49.20
36	Establishment of Vocational Training and Health Care Center for the Vulnerable youth		0.10	0.10		4.67	4.24
37	Establishment of Training and Employment generation Center for the Vulnerable Youth and Adolescents		0.12	0.10		6.68	5.95
38	Urban Primary Health Care Services Delivery Project				166.68	100.00	148.91
39	Urban Public Environment Health Center Development		22.40	22.40	226.27	125.99	208.38
40	Rehabilitation of Aila Affected Rural Infrastructure	0.10	0.10	0.16	35.00	35.00	55.00
41	Haor Infrastructure and Livelihood Improvement		0.25	0.45		90.00	161.28
42	Coastal Climate Resilient Infrastructure Improvement					50.00	178.00
43	Rural Employment and Road maintenance Programme-2		0.46	0.46		94.21	235.00
44	Development of Improved Seed for Rice, Wheat and Maize				4.44	4.44	
45	Bangladesh Agriculture Infrastructure Development					6.55	34.00
46	Construction of Cleaners Colony of Dhaka City Corporation.					0.08	20.00
47	Poverty Reduction throuh Urban Partnership		5.79	4.28		134.40	104.58
48	Fisheries Development	0.60			33.60		
49	Poverty Eradication throuh Social Aforestation	0.21	0.04		33.40	6.12	
50	Employment Creation through Sugercane Cultivation in Char Areas of Greater Rangpur	0.02	0.02	0.03	1.66	1.64	2.78
51	Participatory Small Scale Water Resources Development		3.80	7.60		75.00	150.00

Sl.	Programmes	Coverage			Budget (Taka in crore)		
		Budget (2013-14)	Revised (2013-14)	Budget (2014-15)	Budget (2013-14)	Revised (2013-14)	Budget (2014-15)
52	Emergency 2007 Cyclone Recovery and Restoration		1.87	0.77		300.00	123.98
53	Expansion of Polli Daridro Bimochon Foudation for Poverty Aleviation and self Employment				30.00		
54	Bangladesh Rural Water Supply and Sanitation			6.50		23.75	103.00
55	Special Rural Water Supply		14.97	21.84		136.50	145.00
56	Water Supply and Sanitation Project in Cyclone Prone Sidre Affectec Coastal Area		55.00	40.00		47.00	29.00
57	Char Livelihood Program-2nd phase		0.68	0.53		164.91	130.37
58	One House One Farm	4.67	11.22	11.22	260.00	562.19	585.00
59	Economic Empowerment of the Poorest in Bangladesh		3.10	2.40	131.23	131.23	151.94
60	Integrated Rural Employment Support Project for the Poor Women	0.24	0.20	0.32	24.00	20.00	32.00
61	Comprehensive Village Development Programme	2.80	5.31	6.63	18.54	21.54	24.87
62	Rural Livelihood (2nd Phase)		0.26	0.36		27.36	32.00
63	Participatory Rural Development	3.09	2.04	1.05	19.73	13.00	6.73
64	Pulse and Oil Seed Project				29.74	29.74	
65	Mujibnagar Integrated Agricultural Development	0.60	0.70	0.77	25.00	29.08	32.03
66	Initiative for Development, Empowerment, Awareness & Livelihood, Kurigram		0.05	0.06		3.43	4.80
67	Integrated Support to Poverty and Inequality Reduction through Enterprise Development		0.01		150.00	150.00	
68	Rural Development of Greater Commilla	0.15	0.10	0.10	45.00	55.00	70.00
69	Emergency 2007 Cyclone Recovery and Restoration		53.64	75.67		89.19	125.83
70	Jatka Conservation & Alternative Employment of Hilsha Fishermen and Research (Component-B)	0.05	0.10	0.04	0.41	0.78	0.30
71	Integrated Fisheries & Livestock Development in Flood Controlled Areas & Water Bodies	0.35	0.16	0.28	26.00	11.73	20.75
72	Regional Duck Breeding and Hatchery	0.10	0.11	0.21	25.00	26.82	51.41

Sl.	Programmes	Coverage			Budget (Taka in crore)		
		Budget (2013-14)	Revised (2013-14)	Budget (2014-15)	Budget (2013-14)	Revised (2013-14)	Budget (2014-15)
73	Poverty Reduction & Livelihood Security for the People of Economically Backward Area	0.06	0.06	0.12	10.00	10.00	20.00
74	Small Scale Dairy & Poultry Farmers' Support Project in 22 Selected Districts					2.08	3.65
75	Community Based Adaptation to Climate Change through Coastal Afforestation.	0.07	0.05	0.06	22.90	15.00	18.55
76	Bangladesh Climate Resilient Participatory Afforestation and Reforestation					38.33	80.42
77	Char Development and Settlement	7.65	19.63	15.93	191.97	86.34	124.40
78	"Gucchagram" (Climate Victims Rehabilitation)	0.43	0.26	0.07	59.63	35.86	9.80
79	Food security through enhanced Agricultural Production, Diversified sources of Income, Value Addition and Marketing in Bangladesh	0.05			7.85		
80	Comprehensive Disaster Management Programme (2nd phase)		3.00	3.00	82.69	82.69	67.51
81	Operations Support to the Employment Generation Program for the Poorest					19.59	
82	Second Chittagong Hill Tracts Rural Development Project (LGED part)					5.10	25.00
83	Construction of Residence for Landless & poor Freedom Fighters	0.29	0.29	0.29	227.97	33.75	75.00
Subtotal: Lac-Man & Taka (D.I)		185.60	356.60	345.49	4966.24	7098.75	7597.17
*Excluding Coverage (Revised 2013-14 & Budget 2014-15) of number of visits							

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Sl.	Programmes	Coverage			Budget (Taka in crore)		
		Budget (2013-14)	Revised (2013-14)	Budget (2014-15)	Budget (2013-14)	Revised (2013-14)	Budget (2014-15)
N. 2	New Development Projects						
1	Establishment of Autistic Academy in Bangladesh						10.00
2	Expansion of Existing Prime Mother and Child Care Hospital with Research Facilities						0.25
3	Construction of Multipurpose Sports Complex for Person with Disability						2.00
4	Comprehensive and Sustainable Health, Education and Livelihood Development Programme						0.25
5	Re-construction of Rehabilitation Centre for Destitute Children, Konabari, Coxibazar						0.50
6	Establishment of Sheikh Rasel Training and Rehabilitation Centre for the Destitute Children						1.00
7	Construction of Probin Nibas in Five Divisional Head Quarter & One Zila						0.25
8	Empowerment of communities, groups and individuals						0.50
9	Construction of Hostel for the Sarkari Shishu Paribar (8 Units)						25.00
10	Construction of Vocational Training and Rehabilitation Centre, CRP-Manikgonj						0.25
Subtotal: Lac-Man & Taka (D.2)		0.00	0.00	0.00	0.00	0.00	40.00
Total: Lac-Man & Taka (D)		185.60	356.60	345.49	4966.24	7098.75	7637.17
Total: (Social Protection - Taka)					19837.46	18983.53	22617.13
Social Protection (% to Budget)					8.92	8.78	9.03
Social Protection (% to GDP)					1.67	1.61	1.69
Total: (Social Empowerment -					5,533.89	7,670.48	8,133.98
Social Empowerment (% to Budget)					2.49	3.55	3.25
Social Empowerment (% to GDP)					0.47	0.65	0.61
Total: Beneficiary (Lac-man)		681.37	770.65	808.18			
Total: (Man-Month)		195.29	151.62	151.35			
Total: (Annual Lac-Man)		16.27	12.63	12.61			
Total: Taka (Social Protection & Empowerment)					25,371.35	26,654.01	30,751.11
Total Budget					222,491	216,222	250,506
Percentage to Budget					11.40%	12.33%	12.28%
GDP					1,188,800	1,181,000	1,339,500
Percentage to GDP					2.13%	2.26%	2.30%

Questionnaire-I

(উপকারভোগীর জন্য)

বাংলাদেশ লোক-প্রশাসন প্রশাসন কেন্দ্র
সাভার, ঢাকা

Delivery of Services in Government Department in the light of "Citizens Views and Expectations from the Public Servants of Bangladesh": A Study on Four Upazila social Welfare Departments.

(অনুগ্রহপূর্বক প্রযোজ্য স্থানে টিক চিহ্ন দিন)

[বিঃদ্রঃ শুধু গবেষণা কাজে ব্যবহারের জন্য এ প্রশ্নমালা প্রস্তুত করা হয়েছে। প্রাপ্ত তথ্যসমূহ সম্পূর্ণরূপে গোপন রাখা হবে এবং উত্তর দাতার নাম, ঠিকানা ইত্যাদি কোনভাবে প্রকাশ করা হবে না]

১.১। উত্তরদাতার নাম:

১.২। ঠিকানা:

ইউনিয়ন:

উপজেলা:

জেলা:

১.৩। আপনার বর্তমান বয়স:

১.৪। আপনি উপজেলা সমাজ সেবা দপ্তর থেকে কোন ধরনের সামাজিক নিরাপত্তা সহায়তা পেয়ে থাকেন:

- ☐ বয়স্ক ভাতা ☐ বিধবা ও স্বামী পরিত্যক্ত দুস্থ মহিলা ভাতা ☐ দলিত হরিজন ভাতা
☐ অস্বচ্ছল প্রতিবন্ধী ভাতা ☐ প্রতিবন্ধী শিক্ষার্থীদের জন্য শিক্ষা উপবীত ☐ হিজড়া ভাতা
☐ মুক্তিযোদ্ধা ভাতা

১.৫। শিক্ষাগত যোগ্যতা:

- (১) নিরক্ষর ☐ (২) শুধু নাম লিখতে জানেন ☐ (৩) প্রাথমিক ☐ (৪) নিম্নমাধ্যমিক ☐
(৫) মাধ্যমিক ☐ (৬) উচ্চমাধ্যমিক ☐ (৭) স্নাতক ☐ (৮) স্নাতকোত্তর ☐

অন্যান্য (উল্লেখ করুন):

১.৬। প্রধান পেশা:

১.৭। আপনার মোট মাসিক আয়:

১.৮। আপনার পরিবারের মোট সদস্য সংখ্যা : ----- জন

১.৯। নির্ভরশীল সদস্য সংখ্যা: ----- জন

১.১০। আপনার/আপনার পরিবারের মোট চাষযোগ্য জমির পরিমাণ: ----- শতাংশ।

২.০। প্রার্থী নির্বাচন: বয়স্ক ভাতা ও বিধবা স্বামী পরিত্যক্ত/দুস্থ মহিলা ভাতা প্রদানের জন্য উপকারভোগী

২.১। সমাজ সেবা দপ্তর কর্তৃক প্রার্থী নির্বাচনের মানদণ্ডের বিষয়ে আপনার মতামত দিন:

২.১.১। উপকারভোগী/প্রার্থী নির্বাচনের ক্ষেত্রে কর্তৃপক্ষ কর্তৃক নির্ধারিত বয়সসীমাকে অগ্রাধিকার দেয়া হয়েছে (প্রযোজ্য ঘরে টিক দিন):

১	২	৩	৪	৫
জোরালোভাবে একমত নই (Strongly disagree)	একমত নই (Disagree)	কোন রকমে একমত (Somewhat agree)	একমত (Agree)	জোরালোভাবে একমত (Strongly Agree)

২.১.২। উপকারভোগী প্রার্থী নির্বাচনের ক্ষেত্রে স্বাস্থ্যগত অবস্থা অর্থাৎ তুলনামূলকভাবে শারীরিক অক্ষমতাকে সর্বোচ্চ গুরুত্ব দেয়া হয়েছে। (প্রযোজ্য ঘরে টিক চিহ্ন দিন):

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২.১.৩। উপকারভোগী/প্রার্থী নির্বাচনের ক্ষেত্রে আর্থিক মানদণ্ড তুলনামূলকভাবে নিঃস্ব উদ্বাস্ত ও ভূমিহীনকে অগ্রাধিকার দেয়া হয়েছে(প্রযোজ্য ঘরে টিক চিহ্ন দিন):

১	২	৩	৪	৫
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২.১.৪। উপকারভোগী /প্রার্থী নির্বাচনের ক্ষেত্রে সামাজিক অবস্থানের ক্ষেত্রে বিধবা, তালাকপ্রাপ্ত, বিপন্নিক, নিঃসন্তান, পরিবার থেকে বিচ্ছিন্ন ব্যক্তিদেরকে ক্রমানুসারে অগ্রাধিকার দেয়া হয়েছে (প্রযোজ্য ঘরে টিক চিহ্ন দিন):

১	২	৩	৪	৫
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২.১.৫। উপকারভোগী/প্রার্থী নির্বাচনের ক্ষেত্রে ভূমিহীন ব্যক্তিকে অগ্রাধিকার দেয়া হয়েছে (প্রযোজ্য ঘরে টিক চিহ্ন দিন):

১	২	৩	৪	৫
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২.১.৬। উপকারভোগী/প্রার্থী নির্বাচনের ক্ষেত্রে প্রার্থীর বার্ষিক আয়ের নির্ধারিতসীমা (অনুর্ধ ১০ হাজার টাকা) অনুসরণ করা হয়েছে (প্রযোজ্য ঘরে টিক চিহ্ন দিন):

১	২	৩	৪	৫
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২.১.৭। উপকারভোগী নির্বাচনের ক্ষেত্রে কর্তৃপক্ষ কর্তৃক ভাতা প্রাপ্তির ক্ষেত্রে অযোগ্যতার মানদণ্ড হিসেবে যে সকল বিষয়সমূহ নির্ধারিত আছে (পেনশনভোগী, ভিজিডি কার্ডধারী, নিয়মিতভাবে সরকারী এবং বেসরকারী সংস্থা থেকে আর্থিক অনুদান/ভাতা প্রাপ্ত), সে সকল বিষয় অনুসরণ করা হয়েছে (প্রযোজ্য ঘরে টিক চিহ্ন দিন):

১	২	৩	৪	৫
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২.২। অস্বচ্ছল প্রতিবন্ধী ভাতা প্রদানে উপকারভোগী নির্বাচনের ক্ষেত্রে কর্তৃপক্ষ কর্তৃক নির্ধারিত মানদণ্ড (Criteria) অনুসরণ করা হয়েছে (প্রযোজ্য ঘরে টিক চিহ্ন দিন):

১	২	৩	৪	৫
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২.৩। প্রতিবন্ধী শিক্ষার্থীদের জন্য শিক্ষা উপবৃত্তি প্রদানের জন্য উপকারভোগী নির্বাচনের ক্ষেত্রে কর্তৃপক্ষ কর্তৃক নির্ধারিত মানদণ্ড অনুসরণ করা হয়েছে (প্রযোজ্য ঘরে টিক চিহ্ন দিন):

১	২	৩	৪	৫
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১ = জোরালোভাবে একমত নই (Strongly disagree) ২ = একমত নই (Disagree)
৩ = কোন রকমে একমত (Somewhat agree) ৪ = একমত (Agree) ৫ = জোরালোভাবে একমত (Strongly Agree).

২.৪। মান সম্পন্ন সেবা প্রদানের ক্ষেত্রে অফিসিয়ালদের সেবা সরবরাহে নিম্নোক্ত বিষয় সম্পর্কে মতামত দিন:

১ = জোরালোভাবে একমত নই (Strongly disagree)

২ = একমত নই (Disagree)

৩ = কোন রকমে একমত (Somewhat agree) ৪ = একমত (Agree)

৫ = জোরালোভাবে একমত (Strongly Agree).

সেবার নির্ধারক	সর্বনিম্ন	১	২	৩	৪	সর্বোচ্চ
	১	২	৩	৪	৫	
নাগরিকদের প্রাধিকার (Eintitled) সেবা পাওয়ার ক্ষেত্রে সমান অধিকার (Equal Access) নিশ্চিত করা	১	২	৩	৪	৫	
কোন প্রকার বৈষম্য ব্যতীত সমতা ও নিরপেক্ষতা বজায় রেখে গ্রাহকদের সেবা প্রদান করা হয়েছে (Fairness & equity)	১	২	৩	৪	৫	
সেবা প্রদানের ক্ষেত্রে সংশ্লিষ্ট অফিসিয়ালস গ্রাহকদের Sympathize	১	২	৩	৪	৫	
সেবা প্রদানের ক্ষেত্রে সংশ্লিষ্ট অফিসিয়ালস গ্রাহকদের আবেগ-অনুভূতির সাথে একাত্ম হতে সক্ষম (Empathy)	১	২	৩	৪	৫	
সেবা পাওয়ার ক্ষেত্রে ভদ্র জনোচিত আচরণ (Courtesy) পাওয়া	১	২	৩	৪	৫	
তাৎক্ষণিকভাবে ব্যবস্থা গ্রহণ করা হয় (Responsiveness)	১	২	৩	৪	৫	
সেবা প্রদানকারী (Active Listener)	১	২	৩	৪	৫	
নাগরিক সেবা প্রদানে দায়িত্বপ্রাপ্ত অফিসিয়ালগণ তাদের সেবা সহায়তা প্রদানে যথেষ্ট সক্ষম এবং জ্ঞান সমপন্ন (Competent and Knowledgeable)	১	২	৩	৪	৫	
দ্রুত সিদ্ধান্ত প্রদান করা হয়েছে (Speedy)	১	২	৩	৪	৫	
নাগরিক সেবা প্রাপ্তির বিষয়ে পরিপূর্ণ, সঠিক তথ্য (Information) প্রদান করা হয়েছে।	১	২	৩	৪	৫	
সেবা প্রদানকারী অফিসিয়াল তার কাজের সীমারেখা সম্পর্কে যথেষ্ট ওয়াক বহাল (Boundary Setting)	১	২	৩	৪	৫	
প্রতিশ্রুতি অনুযায়ী মানসম্পন্ন সেবা প্রদান করা না হলে গ্রাহকের নিকট ক্ষমা চেয়ে পূর্ণ ব্যাখ্যাসহ দ্রুত কার্যকরী ব্যবস্থা গ্রহণ (Redress) করা হয়েছে।	১	২	৩	৪	৫	
সেবা প্রদানকারী অফিসিয়ালস গ্রাহকদের Feedback পেয়ে আত্ম-সচেতনতার সাথে কাজ করেছে (Self-Awareness)	১	২	৩	৪	৫	
সেবা প্রদানকারী বিভিন্ন 'Stakeholders' দের মতামতের ভিত্তিতে সেবা প্রদানের কাজ সঠিকভাবে সমন্বয়ে সক্ষম (Good Coordination)।	১	২	৩	৪	৫	

২.৫। সমাজ-সেবা অধিদপ্তর কর্তৃক সামাজিক নিরাপত্তাবেটন কার্যক্রম (বয়স্কভাতা, দুস্ত মহিলা ভাতা, অস্বচ্ছল প্রতিবন্ধী ভাতা ও প্রতিবন্ধী শিক্ষা উপবৃত্তি প্রদান) এর আওতায় সেবা প্রদানে (Delivery of Service) উপকার ভোগীদের প্রাপ্ত সন্তুষ্টি (Satisfaction) সম্পর্কে মতামত দিনঃ

১ = জোরালোভাবে একমত নই (Strongly disagree)

২ = একমত নই (Disagree)

৩ = কোন রকমে একমত (Somewhat agree) ৪ = একমত (Agree) ৫ = জোরালোভাবে একমত (Strongly Agree).

সেবা প্রদানের নির্ধারক	সর্বনিম্ন	১	২	৩	৪	সর্বোচ্চ
	১	২	৩	৪	৫	
নির্ধারিত সময়ে কাজ সম্পন্ন হওয়া (Timelines)	১	২	৩	৪	৫	
সেবা সহায়তা কঠোর নিয়ম নীতির বেড়াজালে আবদ্ধ নয় (Non-rigid)	১	২	৩	৪	৫	
তথ্য desk (Information desk) থেকে সহায়তা পাওয়া যায়	১	২	৩	৪	৫	
সেবা প্রাপ্তির জন্য পর্যাপ্ত প্রয়োজনীয় ফর্ম সরবরাহ করা হয় (availability of form)	১	২	৩	৪	৫	
ফর্মসমূহ সহজেই ব্যবহারযোগ্য (User friendly form)	১	২	৩	৪	৫	
সেবা প্রদানে অথবা বোর্ড ব্যবহার করা হয় (Information Board)	১	২	৩	৪	৫	
স্বচ্ছতা ও জবাবদিহিতার উপস্থিতি রয়েছে (Transparency & Accountability)	১	২	৩	৪	৫	
পদ্ধতি অনুসরণের তুলনায় ফলকে গুরুত্ব দেয়া হয়েছে (Result Oriented)	১	২	৩	৪	৫	
সর্বনিম্ন খরচে মিতব্যয়িতার নীতি অনুসরণ করে দক্ষতার সাথে সেবা প্রদান করা হয়েছে (Value of money)	১	২	৩	৪	৫	

যে সেবা প্রয়োজন ছিল গ্রাহক হিসেবে সর্বশেষে সে সেবা পাওয়া গেছে (Outcome)	১	২	৩	৪	৫
হেবাচমেন্টের অনুপস্থিতি (Absence of harassment)	১	২	৩	৪	৫
মধ্যস্থত্বভোগীর অনুপস্থিতি (Absence of Middleman)					
সেবা প্রদানের ক্ষেত্রে পদে পদে বাধার সম্মুখীন হতে হয়নি। (Absence of Cumbersome Procedures)					

সমাজসেবা দপ্তর থেকে সেবা সহায়তা প্রাপ্তির বিষয়ে আপনার সন্তুষ্টির সীমা উল্লেখ করুনঃ

[১ = খুবই নিম্নমানের (Poor), ২ = গড় মানের (Below Average), ৩ = মধ্যমানের (Average),
৪ = ভাল (Good), ৫ = অসাধারণ (Excellent)]।

সেবা প্রদানের নির্ধারক	সর্বনিম্ন	২	৩	৪	সর্বোচ্চ
	১	২	৩	৪	৫
দপ্তরের পরিষ্কার পরিচ্ছন্নতার মান	১	২	৩	৪	৫
গ্রাহকদের বসার ব্যবস্থা (সেবা প্রদানের পূর্বে)	১	২	৩	৪	৫
গ্রাহকদের খাবার পানি সরবরাহের মান	১	২	৩	৪	৫
গ্রাহকদের জন্য Toilet সুবিধার মান	১	২	৩	৪	৫
গ্রাহকদের নাস্তা করা জন্য ক্যান্টিনের ব্যবস্থা	১	২	৩	৪	৫
গ্রাহকদের প্রয়োজনীয় কাগজপত্র কপিং এর ব্যবস্থা	১	২	৩	৪	৫

- ২.৬। দপ্তরে প্রদত্ত সেবা সম্পর্কে আপনার কোন অভিযোগ আছে/ছিল কিনা? হ্যাঁ ☐ না ☐
- ২.৭। আপনি কী এ অভিযোগ কখনও দায়িত্বপ্রাপ্ত কর্মকর্তা বা উর্ধ্বতন কর্মকর্তাকে জানিয়েছেন? হ্যাঁ ☐ না ☐
- ২.৮। উত্তর হ্যাঁ হলে উক্ত অভিযোগ নিষ্পত্তির কোন ব্যবস্থা নেয়া হয়েছিল কি? হ্যাঁ ☐ না ☐
- ২.৯। আপনি কী মনে করেন নির্ধারিত সময়ের মধ্যে দপ্তরে কাজকর্ম সম্পাদনে বিলম্ব হয়? হ্যাঁ ☐ না ☐
- ২.১০। আপনি কী মনে করেন পদ্ধতিগত জটিলতার জন্য গ্রাহকরা প্রত্যাশিত সেবা থেকে বঞ্চিত হন? হ্যাঁ ☐ না ☐
- ২.১১। আপনি কী মনে করেন দপ্তরে কাজকর্ম সম্পাদনে বিলম্ব হয়? হ্যাঁ ☐ না ☐
- ২.১২। আপনি কী মনে করেন পদ্ধতিগত জটিলতার জন্য গ্রাহকরা প্রত্যাশিত সেবা থেকে বঞ্চিত হন? হ্যাঁ ☐ না ☐

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২.১৩। উত্তর হ্যাঁ হলে জটিলতার ধরন উল্লেখ করুনঃ

ক.
খ.
গ.

২.১৪। আপনি কী দপ্তর থেকে প্রাপ্ত সেবায় শতকরা ১০০% সন্তুষ্ট ? হ্যাঁ ☐ না ☐

২.১৫। উত্তর না হলে কত ভাগ সন্তুষ্ট ? শতকরা ----- ভাগ।

২.১৬। জনসাধারণের সেবা নিশ্চিত করার জন্য, দপ্তরের কার্যক্রম জনপ্রতিনিধির তত্ত্বাবধানে সম্পন্ন করা প্রয়োজন মনে করেন কী ?
হ্যাঁ ☐ না ☐

২.১৭। জনসেবা নিশ্চিত/বৃদ্ধি করার জন্য নিম্নের কোন প্রক্রিয়া অধিকতর ফলপ্রসূ হতে পারে বলে আপনি মনে করেনঃ

ক. যোগ্য/দক্ষ/প্রশিক্ষিত কর্মকর্তা/ কর্মচারী
খ. প্রয়োজনীয় সেবা সহায়তা
গ.

৩। গ্রাহকদের দ্রুত সেবা প্রদানের ক্ষেত্রে বর্তমানে কি কি অসুবিধা/সমস্যা রয়েছে (প্রযোজ্য ঘরে টিক চিহ্ন দিন):

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| ক. দক্ষ মঠকর্মীর অভাব | ☐ |
| খ. গ্রাহকরা কি কি সেবা পেতে পারেন, সে সম্পর্কিত বিষয়সমূহ
নোটিশ বোর্ডে (বিলবোর্ড) প্রদর্শন না করা | ☐ |
| গ. বার বার অফিসে এসেও সেবা না পাওয়া | ☐ |
| ঘ. কর্ম সম্পাদনের ক্ষেত্রে অফিসিয়ালদের জবাবদিহিতার ব্যবস্থা না থাকা | ☐ |
| ঙ. প্রশাসনিক জটিলতা এবং স্থানীয় পর্যায়ে সমন্বয়ের অভাব | ☐ |
| চ. দালালদের দৌরাত্ম | ☐ |
| ছ. গ্রাহকদের অভিযোগের প্রতিকারের উপযুক্ত ব্যবস্থার অনুপস্থিতি | ☐ |
| জ. স্থানীয় জনপ্রতিনিধিদের দ্বারা তদারকির ব্যবস্থা না থাকা | ☐ |
| ঝ. কর্ম-সম্পাদনের ক্ষেত্রে একক (individual responsibility)
দায়িত্বের নির্দিষ্ট বিধান না থাকা | ☐ |
| ঞ. তথ্য সহায়তা কেন্দ্র ও আধুনিক প্রযুক্তি (কম্পিউটার) ইত্যাদি না থাকা | ☐ |
| ট. স্থানীয় পর্যায়ে চূড়ান্ত সিদ্ধান্ত গ্রহণের সুযোগ না থাকা | ☐ |
| ঠ. জনসাধারণের অজ্ঞতা | ☐ |
| ড. কর্মকর্তা ও কর্মচারীদের নেতিবাচক মনোভাব | ☐ |
| ণ. কর্মকাণ্ডের তদারকী ও পরিবীক্ষণের জন্য প্রয়োজনীয় ব্যবস্থা না থাকা | ☐ |
| ত. প্রয়োজনীয় অর্থ বরাদ্দের অভাব | ☐ |

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৪। দপ্তরে গ্রাহকদের সেবা ও সেবার মান বৃদ্ধি করার জন্য কী কী ব্যবস্থা নেয়া যেতে পারে (প্রয়োজ্য ঘরে টিক চিহ্ন দিন):

- ক. সরকারী অফিস থেকে গ্রাহকরা কি কি সুযোগ-সুবিধা-সেবা পেতে পারে, প্রকাশ্য স্থানে/জনসমাগম স্থানে সে সম্পর্কিত বিলবোর্ড/নোটিশ প্রদর্শনের ব্যবস্থা করা ☐
- খ. দক্ষ মাঠকর্মী ☐
- গ. স্থানীয় পর্যায়ে সমন্বয় সংক্রান্ত অসুবিধা চিহ্নিতকরণ ও দূরীকরণের ব্যবস্থা ☐
- ঘ. গ্রাহক অভিযোগের দ্রুত প্রতিকারের ব্যবস্থা ☐
- ঙ. সরকারী কর্মকর্তা ও জনপ্রতিনিধি সমন্বয়ে গঠিত কমিটিকে সংশ্লিষ্টদের কাজ তদারকির দায়িত্ব প্রদান ☐
- চ. প্রয়োজনীয় অর্থ বরাদ্দ ও যথাসময়ে ছাড়করণ ☐
- ছ. চিহ্নিত দালালদের কঠোর শাস্তিচর বিধান ☐
- জ. পুরস্কার ও শাস্তির বিধান থাকা ☐
- ঝ. কম্পিউটার সহ আধুনিক প্রযুক্তির সরবরাহ ☐
- ঞ. জনসাধারণের মধ্যে সচেতনতা বৃদ্ধি করার জন্য প্রচার মাধ্যমে ব্যাপক প্রচার ☐
- ট. দায়িত্ব পালনে উর্ধ্বতন কর্তৃপক্ষের সহায়তা ও অন্যান্য লজিস্টিকস প্রদান ☐
- ঠ. গ্রাহকগণকে কাজের গতি ও প্রকৃতি, অগ্রগতি ও ব্যবস্থা সম্পর্কে স্বচ্ছ ধারণা প্রদান ☐
- ড. প্রয়োজনীয় প্রশিক্ষণের ব্যবস্থা করা ☐
- ণ. অফিসিয়ালদের প্রয়োজনীয়/অতিরিক্ত আর্থিক incentive প্রদান ☐
- ত. সিদ্ধান্ত গ্রহণের ক্ষমতা প্রদান ☐
- থ. 'জনসেবার জনা প্রশাসন' এ শ্লোগান চালু ☐
- দ. গ্রাহকদের সিদ্ধান্ত পাওয়ার অধিকার নিশ্চিত করা ☐
- ধ. টেবিলের সামনে সেবা প্রদানকারী ব্যক্তিবর্গের নাম ও দায়িত্ব সম্বলিত ফলক রাখা ☐

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Questionnaire-II

(সমাজসেবা দপ্তরের
কর্মকর্তাদের জন্য)

বাংলাদেশ লোক-প্রশাসন প্রশাসন কেন্দ্র

সাভার, ঢাকা

Delivery of Services in Government Department in the light of "Citizens Views and Expectations from the Public Servants of Bangladesh": A Study on Four Upazila social Welfare Departments.

(অনুগ্রহপূর্বক প্রযোজ্য স্থানে টিক চিহ্ন দিন)

[বিঃদ্রঃ শুধু গবেষণা কাজে ব্যবহারের জন্য এ প্রশ্নমালা প্রস্তুত করা হয়েছে। প্রদত্ত তথ্যসমূহ সম্পূর্ণরূপে গোপন রাখা হবে এবং উত্তর দাতার নাম, ঠিকানা ইত্যাদি কোনভাবে প্রকাশ করা হবে না]

১.১। উত্তরদাতার নাম:

১.২। ঠিকানা:

উপজেলা:

জেলা:

১.৩। আপনার বর্তমান বয়স: ----- বৎসর

১.৪। উপজেলা সমাজ সেবা দপ্তর থেকে গ্রাহকবৃন্দ কোন ধরনের সামাজিক নিরাপত্তা সহায়তা পেয়ে থাকেন:

☐ বয়স্ক ভাতা☐ বিধবা ও স্বামী পরিত্যক্ত দুষ্ট মহিলা ভাতা ☐ দলিত হরিজন ভাতা☐ অস্বচ্ছল প্রতিবন্ধী ভাতা☐ প্রতিবন্ধী শিক্ষার্থীদের জন্য শিক্ষা উপবৃত্তি ☐ হিজড়া ভাতা☐ মুক্তিযোদ্ধা ভাতা

১.৫। সর্বোচ্চ শিক্ষাগত যোগ্যতা: -----

১.৬। পদবী: -----

১.৭। এ দপ্তরে চাকুরীর মেয়াদ ----- বৎসর

২.১। প্রার্থী নির্বাচন: বয়স্ক ভাতা ও বিধবা স্বামী পরিত্যক্ত/দুষ্ট মহিলা ভাতা প্রদানের জন্য উপকারভোগী নির্বাচনঃ সমাজ সেবা দপ্তর কর্তৃক প্রার্থী নির্বাচনের মানদণ্ডের বিষয়ে আপনার মতামত দিন:

২.১.১। উপকারভোগী/প্রার্থী নির্বাচনের ক্ষেত্রে কর্তৃপক্ষ কর্তৃক নির্ধারিত বয়সসীমাকে অগ্রাধিকার দেয়া হয়েছে (প্রযোজ্য ঘরে টিক দিন):

১	২	৩	৪	৫
জোরালোভাবে একমত নই (Strongly disagree)	একমত নই (Disagree)	কোন রকমে একমত (Somewhat agree)	একমত (Agree)	জোরালোভাবে একমত (Strongly Agree)

২.১.২। উপকারভোগী প্রার্থী নির্বাচনের ক্ষেত্রে স্বাস্থ্যগত অবস্থা অর্থাৎ তুলনামূলকভাবে শারীরিক অক্ষমতাকে সর্বোচ্চ গুরুত্ব দেয়া হয়েছে। (প্রযোজ্য ঘরে টিক চিহ্ন দিন):

১	২	৩	৪	৫
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২.১.৩। উপকারভোগী/প্রার্থী নির্বাচনের ক্ষেত্রে আর্থিক মানদণ্ডে তুলনামূলকভাবে নিঃস্ব উদ্বাস্ত ও ভূমিহীনকে অগ্রাধিকার দেয়া হয়েছে। (প্রযোজ্য ঘরে টিক চিহ্ন দিন):

১ (সর্বনিম্ন)	২	৩	৪	৫ (সর্বোচ্চ)
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২.১.৪। উপকারভোগী /প্রার্থী নির্বাচনের ক্ষেত্রে সামাজিক অবস্থানের ক্ষেত্রে বিধবা, তালাকপ্রাপ্ত, বিপন্নীক, নিঃসন্তান, পরিবার থেকে বিচ্ছিন্ন ব্যক্তিদেরকে ক্রমানুসারে অগ্রাধিকার দেয়া হয়েছে (প্রযোজ্য ঘরে টিক চিহ্ন দিন):

১	২	৩	৪	৫
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২.১.৫। উপকারভোগী/প্রার্থী নির্বাচনের ক্ষেত্রে ভূমিহীন ব্যক্তিকে অগ্রাধিকার দেয়া হয়েছে (প্রযোজ্য ঘরে টিক চিহ্ন দিন):

১	২	৩	৪	৫
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২.১.৬। উপকারভোগী/প্রার্থী নির্বাচনের ক্ষেত্রে প্রার্থীর বার্ষিক আয়ের নির্ধারিতসীমা (অনুর্ধ্ব ১০ হাজার টাকা) অনুসরণ করা হয়েছে (প্রযোজ্য ঘরে টিক চিহ্ন দিন):

১	২	৩	৪	৫
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২.১.৭। উপকারভোগী নির্বাচনের ক্ষেত্রে কর্তৃপক্ষ কর্তৃক ভাতা প্রাপ্তির ক্ষেত্রে অযোগ্যতার মানদণ্ড হিসেবে যে সকল বিষয়সমূহ নির্ধারিত আছে (পেনশনভোগী, ভিজিডি কার্ডধারী, নিয়মিতভাবে সরকারী এবং বেসরকারী সংস্থা থেকে আর্থিক অনুদান/ভাতা প্রাপ্ত), সে সকল বিষয় অনুসরণ করা হয়েছে (প্রযোজ্য ঘরে টিক চিহ্ন দিন):

১	২	৩	৪	৫
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২.২। অস্বচ্ছল প্রতিবন্ধী ভাতা প্রদানে উপকারভোগী নির্বাচনের ক্ষেত্রে কর্তৃপক্ষ কর্তৃক নির্ধারিত মানদণ্ড (Criteria) অনুসরণ করা হয়েছে (প্রযোজ্য ঘরে টিক চিহ্ন দিন):

১	২	৩	৪	৫
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২.৩। প্রতিবন্ধী শিক্ষার্থীদের জন্য শিক্ষা উপবৃত্তি প্রদানের জন্য উপকারভোগী নির্বাচনের ক্ষেত্রে কর্তৃপক্ষ কর্তৃক নির্ধারিত মানদণ্ড অনুসরণ করা হয়েছে (প্রযোজ্য ঘরে টিক চিহ্ন দিন):

১	২	৩	৪	৫
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১ = জোরালোভাবে একমত নই (Strongly disagree) ২ = একমত নই (Disagree)
৩ = কোন রকমে একমত (Somewhat agree) ৪ = একমত (Agree) ৫ = জোরালোভাবে একমত (Strongly Agree).

২.৪। মান সম্পন্ন সেবা প্রদানের ক্ষেত্রে অফিসিয়ালদের সেবা সরবরাহে নিম্নোক্ত বিষয় সম্পর্কে মতামত দিন:

১ = জোরালোভাবে একমত নই (Strongly disagree) ২ = একমত নই (Disagree)
৩ = কোন রকমে একমত (Somewhat agree) ৪ = একমত (Agree) ৫ = জোরালোভাবে একমত (Strongly Agree).

সেবার নির্ধারক	সর্বনিম্ন	১	২	৩	৪	৫	সর্বোচ্চ
নাগরিকদের প্রাধিকার (Eintitled) সেবা প্রদানের ক্ষেত্রে সমান অধিকার (Equal Access) নিশ্চিত করা হয়েছে	১	২	৩	৪	৫		
কোন প্রকার বৈষম্য ব্যতীত সমতা ও নিরপেক্ষতা বজায় রেখে গ্রাহকদের সেবা প্রদান করা হয়েছে (Fairness & equity)	১	২	৩	৪	৫		

সেবা প্রদানের ক্ষেত্রে সংশ্লিষ্ট অফিসিয়ালস গ্রাহকদের প্রতি Sympathize ছিলেন	১	২	৩	৪	৫
সেবা প্রদানের ক্ষেত্রে সংশ্লিষ্ট অফিসিয়ালস গ্রাহকদের আবেগ-অনুভূতির সাথে একাত্ম হতে সক্ষম (Empathy)	১	২	৩	৪	৫
সেবা প্রদানের ক্ষেত্রে ভদ্র জনোচিত আচরণ (Courtesy) করা হয়েছে	১	২	৩	৪	৫
তাৎক্ষণিকভাবে ব্যবস্থা গ্রহণ করা হয় (Responsiveness)	১	২	৩	৪	৫
সেবা প্রদানকারী Active Listener ছিলেন	১	২	৩	৪	৫
নাগরিক সেবা প্রদানে দায়িত্বপ্রাপ্ত অফিসিয়ালগণ তাদের সেবা সহায়তা প্রদানে যথেষ্ট সক্ষম এবং জ্ঞান সমপন্ন (Competent and Knowledgeable)	১	২	৩	৪	৫
দ্রুত সিদ্ধান্ত প্রদান করা হয়েছে (Speedy)	১	২	৩	৪	৫
নাগরিক সেবা প্রদানের বিষয়ে পরিপূর্ণ, সঠিক তথ্য (Information) প্রদান করা হয়েছে।	১	২	৩	৪	৫
সেবা প্রদানকারী অফিসিয়াল তার কাজের সীমারেখা সম্পর্কে যথেষ্ট ওয়াক্বেবাল (Boundary Setting)	১	২	৩	৪	৫
প্রতিশ্রুতি অনুযায়ী মানসম্পন্ন সেবা প্রদান করা না হলে গ্রাহকের নিকট ক্ষমা চেয়ে পূর্ণ ব্যাখ্যাসহ দ্রুত কার্যকরী ব্যবস্থা গ্রহণ (Redress) করা হয়েছে।	১	২	৩	৪	৫
সেবা প্রদানকারী অফিসিয়ালস গ্রাহকদের Feedback পেয়ে আত্ম-সচেতনতার সাথে কাজ করেছে (Self-Awareness)	১	২	৩	৪	৫
সেবা প্রদানকারী বিভিন্ন 'Stakeholders' দের মতামতের ভিত্তিতে সেবা প্রদানের কাজ সঠিকভাবে সমন্বয়ে সক্ষম (Good Coordination)।	১	২	৩	৪	৫

২.৫। সমাজ-সেবা অধিদপ্তর কর্তৃক সামাজিক নিরাপত্তাবেটনী কার্যক্রম (বয়স্কভাতা, দুস্ত মহিলা ভাতা, অস্বচ্ছল প্রতিবন্ধী ভাতা ও প্রতিবন্ধী শিক্ষা উপবৃত্তি প্রদান) এর আওতায় সেবা প্রদানে (Delivery of Service) উপকার ভোগীদের প্রাপ্ত সন্তুষ্টি (Satisfaction) সম্পর্কে মতামত দিনঃ

১ = জোরালোভাবে একমত নই (Strongly disagree) ২ = একমত নই (Disagree)
৩ = কোন রকমে একমত (Somewhat agree) ৪ = একমত (Agree) ৫ = জোরালোভাবে একমত (Strongly Agree).

সেবা প্রদানের নির্ধারক	সর্বনিম্ন	২	৩	৪	সর্বোচ্চ
নির্ধারিত সময়ে কাজ সম্পন্ন হওয়া (Timelines)	১	২	৩	৪	৫
সেবা সহায়তা কঠোর নিয়ম নীতির বেড়াজালে আবদ্ধ নয় (Non-rigid)	১	২	৩	৪	৫
তথ্য desk (Information desk) থেকে সহায়তা দেয়া হয়	১	২	৩	৪	৫
সেবা প্রাপ্তির জন্য পর্যাপ্ত প্রয়োজনীয় ফরম সরবরাহ করা হয় (availability of form)	১	২	৩	৪	৫
ফরমসমূহ সহজেই ব্যবহারযোগ্য (User friendly form)	১	২	৩	৪	৫
সেবা প্রদানে তথ্য বোর্ড ব্যবহার করা হয় (Information Board)	১	২	৩	৪	৫
স্বচ্ছতা ও জবাবদিহিতার উপস্থিতি রয়েছে (Transparency & Accountability)	১	২	৩	৪	৫
পদ্ধতি অনুসরণের তুলনায় ফলাফলকে গুরুত্ব দেয়া হয়েছে (Result Oriented)	১	২	৩	৪	৫
সর্বনিম্ন খরচে মিতব্যয়িতার নীতি অনুসরণ করে দক্ষতার সাথে সেবা প্রদান করা হয়েছে (Value of money)	১	২	৩	৪	৫
যে সেবা প্রয়োজন ছিল গ্রাহকদের সর্বশেষে সে সেবা দেয়া হয়েছে (Outcome)	১	২	৩	৪	৫
হেঁচামেটের অনুপস্থিতি (Absence of harassment)	১	২	৩	৪	৫
মধ্যস্থত্বভোগীর অনুপস্থিতি (Absence of Middleman)					
সেবা গ্রহণের ক্ষেত্রে গ্রাহকরা পদে পদে বাধার সন্মুখীন হয়নি। (Absence of Cumbersome Procedures)					

১.৭২

সমাজসেবা দপ্তর থেকে সেবা সহায়তা প্রদানের বিষয়ে আপনার সন্তুষ্টির সীমা উল্লেখ করুনঃ

[১ = খুবই নিম্নমানের (Poor), ২ = গড় মানের (Below Average), ৩ = মধ্যমানের (Average),
৪ = ভাল (Good), ৫ = অসাধারণ (Excellent)]।

সেবা প্রদানের নির্ধারক	সর্বনিম্ন	২	৩	৪	সর্বোচ্চ
	১	২	৩	৪	৫
দপ্তরের পরিষ্কার পরিচ্ছন্নতার মান	১	২	৩	৪	৫
গ্রাহকদের বসার ব্যবস্থা (সেবা প্রদানের পূর্বে)	১	২	৩	৪	৫
গ্রাহকদের খাবার পানি সরবরাহের মান	১	২	৩	৪	৫
গ্রাহকদের জন্য Toilet সুবিধার মান	১	২	৩	৪	৫
গ্রাহকদের নাস্তা করা জন্য ক্যান্টিনের ব্যবস্থা	১	২	৩	৪	৫
গ্রাহকদের প্রয়োজনীয় কাগজপত্র কপিং এর ব্যবস্থা	১	২	৩	৪	৫

- ২.৬। দপ্তর প্রদত্ত সেবা সম্পর্কে গ্রাহকদের কোন অভিযোগ আছে/ছিল কিনা? হ্যাঁ ☐ না ☐
- ২.৭। এ অভিযোগ কখনও দায়িত্বপ্রাপ্ত কর্মকর্তা বা উর্ধ্বতন কর্মকর্তাকে জানিয়েছেন? হ্যাঁ ☐ না ☐
- ২.৮। উত্তর হ্যাঁ হলে উক্ত অভিযোগ নিষ্পত্তির কোন ব্যবস্থা নেয়া হয়েছিল কি? হ্যাঁ ☐ না ☐
- ২.৯। আপনি কী মনে করেন নির্ধারিত সময়ের মধ্যে দপ্তরে কাজকর্ম সম্পাদনে বিলম্ব হয়? হ্যাঁ ☐ না ☐
- ২.১০। আপনি কী মনে করেন পদ্ধতিগত জটিলতার জন্য গ্রাহকরা প্রত্যাশিত সেবা থেকে বঞ্চিত হন? হ্যাঁ ☐ না ☐

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৩। গ্রাহকদের দ্রুত সেবা প্রদানের ক্ষেত্রে বর্তমানে কি কি অসুবিধা/সমস্যা রয়েছে (প্রযোজ্য ঘরে টিক চিহ্ন দিন):

- | | |
|--|--------------------------|
| ক. দক্ষ মঠকর্মীর অভাব | ☐ |
| খ. গ্রাহকরা কি কি সেবা পেতে পারেন, সে সম্পর্কিত বিষয়সমূহ | ☐ |
| নোটিশ বোর্ডে (বিলবোর্ড) প্রদর্শন না করা | |
| গ. বার বার অফিসে এসেও সেবা না পাওয়া | ☐ |
| ঘ. কর্ম সম্পাদনের ক্ষেত্রে অফিসিয়ালদের জবাবদিহিতার ব্যবস্থা না থাকা | ☐ |
| ঙ. প্রশাসনিক জটিলতা এবং স্থানীয় পর্যায়ে সমন্বয়ের অভাব | ☐ |
| চ. দালালদের দৌরাত্ম | ☐ |
| ছ. গ্রাহকদের অভিযোগের প্রতিকারের উপযুক্ত ব্যবস্থার অনুপস্থিতি | ☐ |
| জ. স্থানীয় জনপ্রতিনিধিদের দ্বারা তদারকির ব্যবস্থা না থাকা | ☐ |
| ঝ. কর্ম-সম্পাদনের ক্ষেত্রে একক (individual responsibility) | |
| দায়িত্বের নির্দিষ্ট বিধান না থাকা | ☐ |
| ঞ. তথ্য সহায়তা কেন্দ্র ও আধুনিক প্রযুক্তি (কম্পিউটার) ইত্যাদি না থাকা | ☐ |
| ট. স্থানীয় পর্যায়ে চূড়ান্ত সিদ্ধান্ত গ্রহণের সুযোগ না থাকা | ☐ |
| ঠ. জনসাধারণের অজ্ঞতা | ☐ |
| ড. কর্মকর্তা ও কর্মচারীদের নেতিবাচক মনোভাব | ☐ |
| ণ. কর্মকর্তাদের তদারকী ও পরিবীক্ষণের জন্য প্রয়োজনীয় ব্যবস্থা না থাকা | ☐ |
| ত. প্রয়োজনীয় অর্থ বরাদ্দের অভাব | ☐ |

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৪। দপ্তরে গ্রাহকদের সেবা ও সেবার মান বৃদ্ধি করার জন্য কী কী ব্যবস্থা নেয়া যেতে পারে (প্রয়োজ্য ঘরে টিক চিহ্ন দিন):

- ক. সরকারী অফিস থেকে গ্রাহকরা কি কি সুযোগ-সুবিধা-সেবা পেতে পারে, প্রকাশ্য স্থানে/জনসমাগম স্থানে সে সম্পর্কিত বিলবোর্ড/নোটিশ প্রদর্শনের ব্যবস্থা করা ☐
- খ. দক্ষ মাঠকর্মী ☐
- গ. স্থানীয় পর্যায়ে সমন্বয় সংক্রান্ত অসুবিধা চিহ্নিতকরণ ও দূরীকরণের ব্যবস্থা ☐
- ঘ. গ্রাহক অভিযোগের দ্রুত প্রতিকারের ব্যবস্থা ☐
- ঙ. সরকারী কর্মকর্তা ও জনপ্রতিনিধি সমন্বয়ে গঠিত কমিটিকে সংশ্লিষ্টদের কাজ তদারকির দায়িত্ব প্রদান ☐
- চ. প্রয়োজনীয় অর্থ বরাদ্দ ও যথাসময়ে ছাড়করণ ☐
- ছ. চিহ্নিত দালালদের কঠোর শাস্তিচর বিধান ☐
- জ. পুরস্কার ও শাস্তির বিধান থাকা ☐
- ঝ. কম্পিউটার সহ আধুনিক প্রযুক্তির সরবরাহ ☐
- ঞ. জনসাধারণের মধ্যে সচেতনতা বৃদ্ধি করার জন্য প্রচার মাধ্যমে ব্যাপক প্রচার ☐
- ট. দায়িত্ব পালনে উর্ধ্বতন কর্তৃপক্ষের সহায়তা ও অন্যান্য লজিস্টিকস প্রদান ☐
- ঠ. গ্রাহকগণকে কাজের গতি ও প্রকৃতি, অগ্রগতি ও ব্যবস্থা সম্পর্কে স্বচ্ছ ধারণা প্রদান ☐
- ড. প্রয়োজনীয় প্রশিক্ষণের ব্যবস্থা করা ☐
- ণ. অফিসিয়ালদের প্রয়োজনীয়/অতিরিক্ত আর্থিক incentive প্রদান ☐
- ত. সিদ্ধান্ত গ্রহণের ক্ষমতা প্রদান ☐
- থ. 'জনসেবার জনা প্রশাসন' এ শ্লোগান চালু ☐
- দ. গ্রাহকদের সিদ্ধান্ত পাওয়ার অধিকার নিশ্চিত করা ☐
- ধ. টেবিলের সামনে সেবা প্রদানকারী ব্যক্তিবর্গের নাম ও দায়িত্ব সম্বলিত ফলক রাখা ☐



Annex-D

Questionnaire-III

(জনপ্রতিনিধির জন্য)

বাংলাদেশ লোক-প্রশাসন প্রশাসন কেন্দ্র

সাভার, ঢাকা

Delivery of Services in Government Department in the light of "Citizens Views and Expectations from the Public Servants of Bangladesh": A Study on Four Upazila social Welfare Departments.

(অনুগ্রহপূর্বক প্রযোজ্য স্থানে টিক চিহ্ন দিন)

[বিঃদ্রঃ শুধু গবেষণা কাজে ব্যবহারের জন্য এ প্রশ্নমালা প্রস্তুত করা হয়েছে। প্রদত্ত তথ্যসমূহ সম্পূর্ণরূপে গোপন রাখা হবে এবং উত্তর দাতার নাম, ঠিকানা ইত্যাদি কোনভাবে প্রকাশ করা হবে না]

১.১। উত্তরদাতার নাম:

১.২। ঠিকানাঃ

ইউনিয়নঃ

উপজেলা:

জেলা:

১.৩। উপজেলা সমাজ সেবা দপ্তর থেকে প্রদত্ত নিম্নবর্ণিত সামাজিক নিরাপত্তা সহায়তা প্রদানের বিষয়ে জানেন কি?

- ☐ বয়স্ক ভাতা ☐ বিধবা ও স্বামী পরিত্যক্ত দুষ্ট মহিলা ভাতা ☐ দলিত হরিজন ভাতা
☐ অস্বচ্ছল প্রতিবন্ধী ভাতা ☐ প্রতিবন্ধী শিক্ষার্থীদের জন্য শিক্ষা উপবৃত্তি ☐ হিজড়া ভাতা
☐ মুক্তিযোদ্ধা ভাতা

১.৪। সর্বোচ্চ শিক্ষাগত যোগ্যতা:

১.৫। প্রধান পেশা:

২.১। প্রার্থী নির্বাচন: বয়স্ক ভাতা ও বিধবা স্বামী পরিত্যক্ত/দুষ্ট মহিলা ভাতা প্রদানের জন্য উপকারভোগী প্রার্থী নির্বাচনের মানদণ্ডের বিষয়ে আপনার মতামত দিন:

২.১.১। উপকারভোগী/প্রার্থী নির্বাচনের ক্ষেত্রে কর্তৃপক্ষ কর্তৃক নির্ধারিত বয়সসীমাকে সঠিকভাবে অগ্রাধিকার দেয়া হয়েছে (প্রযোজ্য ঘরে টিক দিন):

১	২	৩	৪	৫
জোরালোভাবে একমত নই (Strongly disagree)	একমত নই (Disagree)	কোন রকমে একমত (Somewhat agree)	একমত (Agree)	জোরালোভাবে একমত (Strongly Agree)

২.১.২। উপকারভোগী প্রার্থী নির্বাচনের ক্ষেত্রে স্বাস্থ্যগত অবস্থা অর্থাৎ তুলনামূলকভাবে শারীরিক অক্ষমতাকে সর্বোচ্চ গুরুত্ব দেয়া হয়েছে। (প্রযোজ্য ঘরে টিক চিহ্ন দিন):

১	২	৩	৪	৫
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২.১.৩। উপকারভোগী/প্রার্থী নির্বাচনের ক্ষেত্রে আর্থিক মানদণ্ডে তুলনামূলকভাবে নিঃস্ব উদ্বাস্ত ও ভূমিহীনকে অগ্রাধিকার দেয়া হয়েছে। (প্রযোজ্য ঘরে টিক চিহ্ন দিন):

১ (সর্বনিম্ন)	২	৩	৪	৫ (সর্বোচ্চ)
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২.১.৪। উপকারভোগী/প্রার্থী নির্বাচনের ক্ষেত্রে সামাজিক অবস্থানের ক্ষেত্রে বিধবা, তালাকপ্রাপ্ত, বিপন্নিক, নিঃসন্তান, পরিবার থেকে বিচ্ছিন্ন ব্যক্তিদেরকে ক্রমানুসারে অগ্রাধিকার দেয়া হয়েছে (প্রযোজ্য ঘরে টিক চিহ্ন দিন):

১	২	৩	৪	৫
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২.১.৫। উপকারভোগী/প্রার্থী নির্বাচনের ক্ষেত্রে ভূমিহীন ব্যক্তিকে অগ্রাধিকার দেয়া হয়েছে (প্রযোজ্য ঘরে টিক চিহ্ন দিন):

১	২	৩	৪	৫
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২.১.৬। উপকারভোগী/প্রার্থী নির্বাচনের ক্ষেত্রে প্রার্থীর বার্ষিক আয়ের নির্ধারিতসীমা (অনুর্ধ্ব ১০ হাজার টাকা) অনুসরণ করা হয়েছে (প্রযোজ্য ঘরে টিক চিহ্ন দিন):

১	২	৩	৪	৫
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২.১.৭। উপকারভোগী নির্বাচনের ক্ষেত্রে কর্তৃপক্ষ কর্তৃক ভাতা প্রাপ্তির ক্ষেত্রে অযোগ্যতার মানদণ্ড হিসেবে যে সকল বিষয়সমূহ নির্ধারিত আছে (পেনশনভোগী, ভিজিডি কার্ডধারী, নিয়মিতভাবে সরকারী এবং বেসরকারী সংস্থা থেকে আর্থিক অনুদান/ভাতা প্রাপ্ত), সে সকল বিষয় অনুসরণ করা হয়েছে (প্রযোজ্য ঘরে টিক চিহ্ন দিন):

১	২	৩	৪	৫
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২.২। অস্বচ্ছল প্রতিবন্ধী ভাতা প্রদানে উপকারভোগী নির্বাচনের ক্ষেত্রে কর্তৃপক্ষ কর্তৃক নির্ধারিত মানদণ্ড (Criteria) অনুসরণ করা হয়েছে (প্রযোজ্য ঘরে টিক চিহ্ন দিন):

১	২	৩	৪	৫
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২.৩। প্রতিবন্ধী শিক্ষার্থীদের জন্য শিক্ষা উপবৃত্তি প্রদানের জন্য উপকারভোগী নির্বাচনের ক্ষেত্রে কর্তৃপক্ষ কর্তৃক নির্ধারিত মানদণ্ড অনুসরণ করা হয়েছে (প্রযোজ্য ঘরে টিক চিহ্ন দিন):

১	২	৩	৪	৫
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১ = জোরালোভাবে একমত নই (Strongly disagree) ২ = একমত নই (Disagree)
৩ = কোন রকমে একমত (Somewhat agree) ৪ = একমত (Agree) ৫ = জোরালোভাবে একমত (Strongly Agree).

২.৪। মান সম্পন্ন সেবা প্রদানের ক্ষেত্রে অফিসিয়ালদের সেবা সরবরাহে নিম্নোক্ত বিষয় সম্পর্কে মতামত দিন:

১ = জোরালোভাবে একমত নই (Strongly disagree) ২ = একমত নই (Disagree)
৩ = কোন রকমে একমত (Somewhat agree) ৪ = একমত (Agree) ৫ = জোরালোভাবে একমত (Strongly Agree).

সেবার নির্ধারক	সর্বনিম্ন	১	২	৩	৪	৫	সর্বোচ্চ
	১	২	৩	৪	৫		
গ্রাহকদের প্রাধিকার (Eintitled) সেবা প্রদানের ক্ষেত্রে সমান অধিকার (Equal Access) নিশ্চিত করা হয়েছে	১	২	৩	৪	৫		
কোন প্রকার বৈষম্য ব্যতীত সমতা ও নিরপেক্ষতা বজায় রেখে গ্রাহকদের সেবা প্রদান করা হয়েছে (Fairness & equity)	১	২	৩	৪	৫		

সেবা প্রদানের ক্ষেত্রে সংশ্লিষ্ট অফিসিয়ালস গ্রাহকদের প্রতি Sympathize ছিলেন	১	২	৩	৪	৫
সেবা প্রদানের ক্ষেত্রে সংশ্লিষ্ট অফিসিয়ালস গ্রাহকদের আবেগ-অনুভূতির সাথে একাত্ম হতে সক্ষম (Empathy) ছিলেন	১	২	৩	৪	৫
সেবা প্রদানের ক্ষেত্রে ভদ্র জনোচিত আচরণ (Courtesy) করা হয়েছে	১	২	৩	৪	৫
তাৎক্ষণিকভাবে ব্যবস্থা গ্রহণ করা হয় (Responsiveness)	১	২	৩	৪	৫
সেবা প্রদানকারী Active Listener ছিলেন	১	২	৩	৪	৫
গ্রাহক সেবা প্রদানে দায়িত্বপ্রাপ্ত অফিসিয়ালগণ তাদের সেবা সহায়তা প্রদানে যথেষ্ট সক্ষম এবং জ্ঞান সমপন্ন (Competent and Knowledgeable)	১	২	৩	৪	৫
দ্রুত সিদ্ধান্ত প্রদান করা হয়েছে (Speedy)	১	২	৩	৪	৫
নাগরিক সেবা প্রদানের বিষয়ে পরিপূর্ণ, সঠিক তথ্য (Information) প্রদান করা হয়েছে।	১	২	৩	৪	৫
সেবা প্রদানকারী অফিসিয়াল তার কাজের সীমারেখা সম্পর্কে যথেষ্ট ওয়াকিবহাল (Boundary Setting)	১	২	৩	৪	৫
প্রতিশ্রুতি অনুযায়ী মানসম্পন্ন সেবা প্রদান করা না হলে গ্রাহকের নিকট ক্ষমা চেয়ে পূর্ণ ব্যাখ্যাসহ দ্রুত কার্যকরী ব্যবস্থা গ্রহণ (Redress) করা হয়েছে।	১	২	৩	৪	৫
সেবা প্রদানকারী অফিসিয়ালস গ্রাহকদের Feedback পেয়ে আত্ম-সচেতনতার সাথে কাজ করেছে (Self-Awareness)	১	২	৩	৪	৫
সেবা প্রদানকারী বিভিন্ন 'Stakeholders' দের মতামতের ভিত্তিতে সেবা প্রদানের কাজ সঠিকভাবে সমন্বয়ে সক্ষম (Good Coordination)।	১	২	৩	৪	৫

২.৫। সমাজ-সেবা অধিদপ্তর কর্তৃক সামাজিক নিরাপত্তাবেটনী কার্যক্রম (বয়স্কভাতা, দুগ্ধ মহিলা ভাতা, অস্বচ্ছল প্রতিবন্ধী ভাতা ও প্রতিবন্ধী শিক্ষা উপবৃত্তি প্রদান) এর আওতায় সেবা প্রদানে (Delivery of Service) উপকার ভোগীদের প্রাপ্ত সন্তুষ্টি (Satisfaction) সম্পর্কে মতামত দিনঃ

সেবা প্রদানের নির্ধারক	সর্বনিম্ন	২	৩	৪	সর্বোচ্চ
নির্ধারিত সময়ে কাজ সম্পন্ন হওয়া (Timelines)	১	২	৩	৪	৫
সেবা সহায়তা কঠোর নিয়ম নীতির বেড়াজালে আবদ্ধ নয় (Non-rigid)	১	২	৩	৪	৫
তথ্য desk (Information desk) থেকে সহায়তা দেয়া হয়	১	২	৩	৪	৫
সেবা প্রদানের জন্য পর্যাপ্ত প্রয়োজনীয় ফরম সরবরাহ করা হয় (availability of form)	১	২	৩	৪	৫
ফরমসমূহ সহজেই ব্যবহারযোগ্য (User friendly form)	১	২	৩	৪	৫
সেবা প্রদানে তথ্য বোর্ড ব্যবহার করা হয় (Information Board)	১	২	৩	৪	৫
স্বচ্ছতা ও জবাবদিহিতার উপস্থিতি রয়েছে (Transparency & Accountability)	১	২	৩	৪	৫
পদ্ধতি অনুসরণের তুলনায় ফলাফলকে গুরুত্ব দেয়া হয়েছে (Result Oriented)	১	২	৩	৪	৫
সর্বনিম্ন খরচে মিতব্যয়িতার নীতি অনুসরণ করে দক্ষতার সাথে সেবা প্রদান করা হয়েছে (Value of money)	১	২	৩	৪	৫
গ্রাহকগণ প্রতিশ্রুত সেবা পেয়েছে (Outcome)	১	২	৩	৪	৫
হেবাচমেন্টের অনুপস্থিতি (Absence of harassment) ছিল	১	২	৩	৪	৫
মধ্যস্থত্বভোগীর অনুপস্থিতি (Absence of Middleman) ছিল					
সেবা প্রদানের ক্ষেত্রে গ্রাহকরা পদে পদে বাধার সম্মুখীন হয়নি (Absence of Cumbersome Procedures)					

১ = জোরালোভাবে একমত নই (Strongly disagree) ২ = একমত নই (Disagree)
৩ = কোন রকমে একমত (Somewhat agree) ৪ = একমত (Agree) ৫ = জোরালোভাবে একমত (Strongly Agree).

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৫) সমাজসেবা দপ্তর থেকে সেবা সহায়তা প্রদানের বিষয়ে আপনার সন্তুষ্টির সীমা উল্লেখ করুনঃ

সেবা প্রদানের নির্ধারক	সর্বনিম্ন	২	৩	৪	সর্বোচ্চ
	১	২	৩	৪	৫
দপ্তরের পরিষ্কার পরিচ্ছন্নতার মান	১	২	৩	৪	৫
গ্রাহকদের বসার ব্যবস্থা (সেবা প্রদানের পূর্বে)	১	২	৩	৪	৫
গ্রাহকদের খাবার পানি সরবরাহের মান	১	২	৩	৪	৫
গ্রাহকদের জন্য Toilet সুবিধার মান	১	২	৩	৪	৫
গ্রাহকদের নাস্তা করার জন্য ক্যান্টিনের ব্যবস্থা	১	২	৩	৪	৫
গ্রাহকদের প্রয়োজনীয় কাগজপত্র কপিং এর ব্যবস্থা	১	২	৩	৪	৫

[১ = খুবই নিম্নমানের (Poor), ২ = গড় মানের (Below Average), ৩ = মধ্যমানের (Average),
৪ = ভাল (Good), ৫ = অসাধারণ (Excellent)]।

- ২.৬। প্রদত্ত সেবা সরবরাহ সম্পর্কে গ্রাহকদের কোন অভিযোগ আছে/ছিল কিনা? হ্যাঁ ☐ না ☐
- ২.৭। এ অভিযোগ কখনও দায়িত্বপ্রাপ্ত কর্মকর্তা বা উর্ধ্বতন কর্মকর্তাকে জানিয়েছেন? হ্যাঁ ☐ না ☐
- ২.৮। উত্তর হ্যাঁ হলে উক্ত অভিযোগ নিষ্পত্তির কোন ব্যবস্থা নেয়া হয়েছিল কি? হ্যাঁ ☐ না ☐
- ২.৯। আপনি কী মনে করেন নির্ধারিত সময়ের মধ্যে দপ্তরে কাজকর্ম সম্পাদনে বিলম্ব হয়? হ্যাঁ ☐ না ☐
- ২.১০। আপনি কী মনে করেন পদ্ধতিগত জটিলতার জন্য গ্রাহকরা প্রত্যাশিত সেবা থেকে বঞ্চিত হন? হ্যাঁ ☐ না ☐
- ২.১১। আপনি কী মনে করেন দপ্তরে কাজকর্ম সম্পাদনে বিলম্ব হয়? হ্যাঁ ☐ না ☐
- ২.১২। আপনি কী মনে করেন পদ্ধতিগত জটিলতার জন্য গ্রাহকরা প্রত্যাশিত সেবা থেকে বঞ্চিত হন? হ্যাঁ ☐ না ☐

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৩। গ্রাহকদের দ্রুত সেবা প্রদানের ক্ষেত্রে বর্তমানে কি কি অসুবিধা/সমস্যা রয়েছে (প্রয়োজ্য ঘরে টিক চিহ্ন দিন):

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|--|--------------------------|
| ক. দক্ষ মঠকর্মীর অভাব | ☐ |
| খ. গ্রাহকরা কি কি সেবা পেতে পারেন, সে সম্পর্কিত বিষয়সমূহ | ☐ |
| নোটিশ বোর্ডে (বিলবোর্ড) প্রদর্শন না করা | |
| গ. বার বার অফিসে এসেও সেবা না পাওয়া | ☐ |
| ঘ. কর্ম সম্পাদনের ক্ষেত্রে অফিসিয়ালদের জবাবদিহিতার ব্যবস্থা না থাকা | ☐ |
| ঙ. প্রশাসনিক জটিলতা এবং স্থানীয় পর্যায়ে সমন্বয়ের অভাব | ☐ |
| চ. দালালদের দৌরাঙ্গ | ☐ |
| ছ. গ্রাহকদের অভিযোগের প্রতিকারের উপযুক্ত ব্যবস্থার অনুপস্থিতি | ☐ |
| জ. স্থানীয় জনপ্রতিনিধিদের দ্বারা তদারকির ব্যবস্থা না থাকা | ☐ |
| ঝ. কর্ম-সম্পাদনের ক্ষেত্রে একক (individual responsibility) | |
| দায়িত্বের নির্দিষ্ট বিধান না থাকা | ☐ |
| ঞ. তথ্য সহায়তা কেন্দ্র ও আধুনিক প্রযুক্তি (কম্পিউটার) ইত্যাদি না থাকা | ☐ |
| ট. স্থানীয় পর্যায়ে চূড়ান্ত সিদ্ধান্ত গ্রহণের সুযোগ না থাকা | ☐ |
| ঠ. জনসাধারণের অজ্ঞতা | ☐ |
| ড. কর্মকর্তা ও কর্মচারীদের নেতিবাচক মনোভাব | ☐ |
| ণ. কর্মকান্ডের তদারকী ও পরিবীক্ষণের জন্য প্রয়োজনীয় ব্যবস্থা না থাকা | ☐ |
| ত. প্রয়োজনীয় অর্থ বরাদ্দের অভাব | ☐ |

৪। দপ্তরে গ্রাহকদের সেবা ও সেবার মান বৃদ্ধি করার জন্য কী কী ব্যবস্থা নেয়া যেতে পারে (প্রয়োজ্য ঘরে টিক চিহ্ন দিন):

- ক. সরকারী অফিস থেকে গ্রাহকরা কি কি সুযোগ-সুবিধা-সেবা পেতে পারে, প্রকাশ্য স্থানে/জনসমাগম স্থানে সে সম্পর্কিত বিলবোর্ড/নোটিশ প্রদর্শনের ব্যবস্থা করা ☐
- খ. দক্ষ মাঠকর্মী ☐
- গ. স্থানীয় পর্যায়ে সমন্বয় সংক্রান্ত অসুবিধা চিহ্নিতকরণ ও দূরীকরণের ব্যবস্থা ☐
- ঘ. গ্রাহক অভিযোগের দ্রুত প্রতিকারের ব্যবস্থা ☐
- ঙ. সরকারী কর্মকর্তা ও জনপ্রতিনিধি সমন্বয়ে গঠিত কমিটিকে সংশ্লিষ্টদের কাজ তদারকির দায়িত্ব প্রদান ☐
- চ. প্রয়োজনীয় অর্থ বরাদ্দ ও যথাসময়ে ছাড়করণ ☐
- ছ. চিহ্নিত দালালদের কঠোর শাস্তির বিধান ☐
- জ. পুরস্কার ও শাস্তির বিধান থাকা ☐
- ঝ. কম্পিউটার সহ আধুনিক প্রযুক্তির সরবরাহ ☐
- ঞ. জনসাধারণের মধ্যে সচেতনতা বৃদ্ধি করার জন্য প্রচার মাধ্যমে ব্যাপক প্রচার ☐
- ট. দায়িত্ব পালনে উর্ধ্বতন কর্তৃপক্ষের সহায়তা ও অন্যান্য লজিস্টিকস প্রদান ☐
- ঠ. গ্রাহকগণকে কাজের গতি ও প্রকৃতি, অগ্রগতি ও ব্যবস্থা সম্পর্কে স্বচ্ছ ধারণা প্রদান ☐
- ড. প্রয়োজনীয় প্রশিক্ষণের ব্যবস্থা করা ☐
- ণ. অফিসিয়ালদের প্রয়োজনীয়/অতিরিক্ত আর্থিক incentive প্রদান ☐
- ত. সিদ্ধান্ত গ্রহণের ক্ষমতা প্রদান ☐
- থ. 'জনসেবার জন্য প্রশাসন' এ শ্লোগান চালু ☐
- দ. গ্রাহকদের সিদ্ধান্ত পাওয়ার অধিকার নিশ্চিত করা ☐
- ধ. টেবিলের সামনে সেবা প্রদানকারী ব্যক্তিবর্গের নাম ও দায়িত্ব সহজলিখিত ফলক রাখা ☐

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