Training of Union Parishad Representative

NEEDS ASSESSMENT FOR SOCIAL SECURITY PROGRAMME IMPLEMENTATION

UKaid

Social Security Policy Support (SSPS) Programme
Cabinet Division and General Economics Division
Government of Pepole's Republic of Bangladesh

UNDP

TRAINING OF UNION PARISHAD REPRESENTATIVES

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SOCIAL SECURITY POLICY SUPPORT (SSPS) PROGRAMME

Cabinet Division and General Economics Division
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Needs Assessment for Social Security Programme Implementation

Authors
Jakir Hossain
Kajal Chatterjee
Md. Shahadat Hossain

Reviewers
Md. Faizul Islam
Goran Jonsson
Aminul Arifeen

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SSPS programme, June 2017

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Design & Print
Printcraft Company Ltd.

FOREWORD

The current government envisages Bangladesh as a Middle Income Country free from poverty, with equitable growth, secured health and education, entrenched democracy and capacity to meet the challenges of climate change. Bangladesh was recognized for its remarkable achievement in reducing poverty from 48.9 percent in 2000 to 23.5 percent in 2016 and is on track to meet the UN's Sustainable Development Goal of zero poverty, becoming a role model for the world.

To achieve zero poverty, the government will address the root causes of poverty and lower the impact of life cycle shocks faced by poor and vulnerable households through social security. The National Social Security Strategy of Bangladesh proposes reforms to the current system to achieve this target.

In order to effectively implementing the NSSS, those managing social security programmes require additional training and capacity development. This Training Needs Assessment identifies the knowledge gaps of UP staff and suggests areas to focus on to improve local-level capabilities compliance with the NSSS.

The study identifies programme implementation challenges such UP representatives being overburdened by a multitude of programmes and political pressure in selection of beneficiaries. The size of the target group exceeds the budget allocation, beneficiaries feel aggrieved by the small amounts of benefits received and the burden of this is borne by the local government representatives. There are no tools to help Union Parishads manage programmes and no database or register to help them with beneficiary selection. Beneficiary registration and programme reporting is still a paper-based system; a one-way reporting mechanism with manual filing that the UP Secretary is meant to keep in order without monitoring and supervision.

The NSSS lays out the foundation to overcome these challenges. Through training, capacity building, digital management tools and performance incentives the Government of Bangladesh aims to improve the efficiency, transparency and impact of its programmes. This Training Needs Assessment is part of the process of understanding the ground realties for reforming the existing system in order to better serve the citizens of Bangladesh.

Dr. Shamsul Alam
Member (Senior Secretary)
General Economics Division,
Planning Commission
Government of People's
Republic of Bangladesh

PREFACE

Social safety net programmes provide survival support to many of the 40 million resource-poor citizens of the country. These programmes range from old age allowance, widows allowance and disability allowance, to vulnerable group feeding and open market sales of rice. They are delivered across the various contexts of Bangladesh and many are implemented by Union Parishads (UP). The Government of Bangladesh has over 120 programmes that target various vulnerable groups. UPs are responsible for selecting needy beneficiaries and delivering benefits to them.

Under the leadership of the Honourable Prime Minister Sheikh Hasina, the government is taking steps to ensure that its social security budget reaches the right people and supports them as they face risks, hardship and vulnerabilities throughout the life cycle. Bangladesh has made great strides in reducing poverty but the current security system, despite the large number of programmes and sizeable budget, now faces its biggest challenge, to eradicate poverty from the remaining, hardest-to-reach poor communities. For this, the National Social Security Strategy (NSSS) of Bangladesh was developed and the Central Management Committee (CMC) on Social Security Programmes was given charge to oversee its implementation.

To align the existing social security programmes with the guidelines of the NSSS and effectively deliver benefits at scale, UPs and other implementing agencies require training and tools. The SSPS Programme commissioned a Training Needs Assessment to understand where UP members and officials require capacity building.

The study shows that UP members and officials are not yet familiar with the guidelines of the NSSS, the dynamics of social security programmes or the art of poverty eradication. Training is required for them to comply with the strategy. Programmes require capacity building to ensure effective implementation, financial management, targeting, impact monitoring, gender empowerment and market linkages to ensure that beneficiaries are adequately served.

The study reveals core areas of focus. This assessment will inform the development of training programmes and tools to meet the needs of the Union Parishad. These are critical steps to enhance the social security system and achieve zero poverty in Bangladesh. The Government of Bangladesh has already proven itself a global leader in the area of poverty eradication; now it is time to complete the task.

N.M. Zeaul Alam
Secretary, Coordination and
Reforms Cabinet Division
Government of People's
Republic of Bangladesh

ACKNOWLEDGEMENT

This training needs assessment is an output of the Social Security Policy Support (SSPS) programme, and has been prepared by Jakir Hossain, Social Protection Specialist, Kajal Chatterjee, Training Specialist, and Md. Shahadat Hossain, Training Officer under the overall guidance of Faizul Islam, National Project Director, SSPS, and Aminul Arifeen, Project Manager, SSPS.

Our appreciation to Goran Jonsson, Senior Programme Advisor, UNDP, Shahin Yaqub, Social Protection Specialist, SSPS, and Mohammad Khaled Hasan, SSPS for their intellectual inputs to this rapid needs assessment. We would like to extend special thanks to Ms. Nasima Begum-Joint Secretary, Md. Abdulla Harun-Deputy Secretary, Reyasat Al Wasif-Senior Assistant Secretary and Md. Ashfaqul Amin Mukut-Deputy Secretary of Cabinet Division, Government of Bangladesh for their valuable inputs and facilitation during field work in Kurigram and Satkhira. We also appreciate the supports received from Abdullah Al Hussain, SSPS project, and SWAPNO project district managers —Md. Ahmadul Kabir Akon, Kurigram and Md. Rabiul Islam, Satkhira.

We acknowledge support received from Smriti Ranjan Dhamai, and Md. Mominul Haque, SPPS in organizing this training needs assessment. Editorial assistance from Raiqah Walie-Khan and Shazia Omar is gratefully acknowledged. We appreciate all key informants and participants of the focus group discussions for sharing their thoughts, experiences and insight.

Social Security Policy Support (SSPS) Programme

The SSPS Programme assists the Government of Bangladesh to roll out the National Social Security Strategy. The Programme is being implemented by the Cabinet Division and the General Economics Division in partnership with UNDP and DFID.

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ACRONYMS

ADP	Annual Development Programme
DFID	Department for International Development
EGPP	Employment Generation Program for the Poorest
ER/ER+	Enhance Resilience
FGD	Focus Group Discussion
FFW	Food for Work
GR	Gratuitous Relief
KII	Key Informant Interview
LGSP-2	Local Governance Support Project -2
LGD	Local Government Division
NILG	National Institute of Local Government
NSSS	National Social Security Strategy
PIO	Project Implementation Officer
RERMP	Rural Employment and Road Maintenance Programme
SWO	Social Welfare Officer
SSNP	Social Safety Net Programme
SWAPNO	Strengthening Women's Ability for Productive New Opportunities
SSPS	Social Security Policy Support Programme
TNA	Training Need Assessment
TR	Test Relief
UNDP	United Nations Development Program
UP	Union Parishad
URTs	Upazila Resource Teams
VGD	Vulnerable Group Development
VGF	Vulnerable Group Feeding
WFM	Work for Money
WAO	Women Affairs Officer

OVERVIEW

At the local level, the Union Parishad (UP) is the main gateway and implementing authority of social safety net programmes. It is important for the capacity of the UPs and their representatives to ensure quality to implement and strengthen the social safety net programme management system, including finance and monitoring. The local level representatives at the Union Parishads perform various tasks including targeting, delivery of benefit, approval process, monitoring, supervision, financial management, reporting, grievance handling and coordination. The tasks for different social safety net programmes vary; nonetheless, the beneficiary selection, programme implementation including handling grievances, coordination, reporting and follow-up responsibilities are overwhelmingly carried out by the UP Chairmen, members and Secretaries.

The elected representatives claim to have the capacity to select the social safety net programme beneficiaries by maintaining government prescribed rules and processes. In carrying out the safety net responsibilities at the local level, it is found that the capacity of the UP representatives is partial with variable compliance to the government guidelines and regulations for each of the safety net programmes. A substantial proportion of UP respondents including elected members, Chairmen, and Secretaries claim to adhere to the project wise guidelines for implementing the programme. From the responses of UP members regarding the selection process of beneficiaries in safety net programmes, discretionary criteria were followed. Lacking uniformity in the criteria of core selection and implementation of programmes was observed in differential responses amongst UP members. This was also found to be the case not only amongst UP members but from the overall responses of the Chairmen and Secretaries in the Kurigram and Satkhira unions. Elected UP members perceive that the scope of going beyond the set government criteria is possible. Accordingly, much of the selection is in practice done with partial compliance to the set criteria, and often implemented with the sole guidance of either the Union Parishad Chairman or Secretary.

The state of the knowledge and practice of beneficiary selection and programme implementation process in the Union Parishads across the study districts—Kurigram and Satkhira—exposes several capacity constraints of elected UP representatives, and officials. The bottlenecks in the implementation of social safety net programmes

range from the low motivation of UP representatives, the qualty of programme benefits and spans to deficits in cooperation from the community. For social safety net programmes, the UP representatives consider their roles of implementation including handling grievances, coordinating, reporting and follow-up to be heavy. There is widespread discontent on the low honorarium that they receive from the government as local government representatives.

Beneficiaries feel aggrieved from the meagre amount and poor quality of cash benefits of the social safety net programme. The burden of this is often disproportionately borne by local government representatives, leading to further demotivation for them to carry out their defined responsibilities. No doubt, a mismatch between the expected benefits and actual allocation plays a part as constraints faced by Union Parishads, since the target group (expected beneficiaries) is bigger in size than the budget allocation of benefit for social safety net programmes. At most times, the representatives are faced with the choice of prioritizing legitimate local needs or bending to local internal and political pressure in both the selection of programme beneficiaries as well as the actual implementation. Irregularities in the selection of programme beneficiaries and programme implementation have been identified as bottlenecks to effectively implement safety net programmes. The UP members feel that the top most constraint to successful implementation arises out of political pressure and irregularities at the local level.

The capacity constraints at the Union Parishads range from lacking technical knowledge and know-how of UP rules and regulations, to social safety net programmes, monitoring, supervision and financial management. Uniform understanding of the Union Parishad rules and regulations as well as fundamental principles of social safety net programme modalities is lacking amongst UP representatives. The knowledge on the subject are drawn from numerous years of experience working with the local government, and the representatives did not have any systematic training neither on the monitoring and supervision side nor on the financial management side of programmes.

The accounts and book keeping at UPs are mostly done solely by the Secretary without any monitoring from representatives. Also, mem bers have hardly any clue whether UP receipts and payments are properly recorded. While elected representatives—members and Chairmen—have a wide responsibility in reporting of the safety net programmes, their role has been mainly to fill the format provided by the line officials in Upazilas. No electronic data management system

in the unions is yet in existence and the current one-way reporting mechanism is drawn from the manual filing system that is presumably kept in order by the UP Secretaries without due monitoring and supervision by local government representatives.

The training needs given highest priority by Unions and Upazilas are (in order of priority)

1. Regulations on Union Parishads and social safety nets
2. Poverty and social safety nets
3. Selection of beneficiaries for social safety nets
4. Reporting and data management for social safety nets
5. Monitoring and supervision of social safety nets
6. Gender and discriminatory practices
7. Leadership and project management

The TNA has reiterated the capacity gaps of UP representatives and UP Secretaries in overall management of UP functions, particularly dealing with social safety nets/transfer projects. The UP as an organization is carrying a legacy of 'brain drain' since a new group of representatives take office through voting every five years (only 5-8 percent are re-elected). Institutional memory, best practices and valuable documentation are lost with this change. UP Secretaries are the only paid staff, who remain in the UP or takes a transfer to a new UP. In most of the cases, they prefer a transfer.

Another legacy associated with UP capacity development is poor resource allocation of the Local Government Division (LGD) to this area. Apart from the 'Foundation Course' conducted by the National Institute of Local Government (NILG) for the newly elected representatives, some development projects and NGOs run training programmes as a project activity.

Within the given scenario, the SSPS training strategy should aim to build a solid partnership with NILG and its Horizontal Learning Programme to use these platforms to develop and implement comprehensive training interventions. Efficacy of the social security strategy will depend largely on the implementation of programmes dedicated to different target groups. Social security programmes may well be part of the NILG foundation course. Formal training should be complemented by on-the-job training, learning by doing, peer learning and visits to learn from best practice. However, only formal training is not enough to develop skills and a positive motivation of UP representatives to support hard-to-reach, marginalized and ultra-poor groups.

INTRODUCTION

BACKGROUND AND JUSTIFICATION

Social security is important not only for addressing vulnerability, but also for solving problems of entrenched poverty and reducing marginalization. The importance of a well-designed social security system has increasingly been accepted within national and global policy circles for addressing triple problems of poverty, vulnerability and marginalization. Bangladesh's latest initiative in social security — the National Social Security Strategy (NSSS) — takes up the challenges through an inclusive, focused, and coordinated approach to poverty reduction.

Social protection is embedded within the Seventh Five Year Plan, as the plan outlines the implementation of the National Social Security Strategy as a core goal in building the foundations of a progressive and inclusive social security system. The goal of the strategy is to "reform the national social security system by ensuring more efficient and effective use of resources, strengthened delivery systems and progress towards a more inclusive form of social security that effectively tackles lifecycle risks, and prioritizes the poorest and most vulnerable members of society." (NSSS 2015: 48)

The priority challenges planned to be addressed over the next five years amongst others include (a) expanding coverage of core social security schemes for the extreme/hard-core poor and most vulnerable people of the society, focusing on mother and child, youth, working age, the elderly and people with disabilities; (b) ensuring that the most vulnerable women are provided with income security and greater opportunities to engage in the labour market; in particular when they enter into motherhood; and (c) expanding coverage to the residents of urban areas and to the socially excluded people.

The successful implementation of the NSSS will provide a strong basis for Bangladesh to extend proper social security to its poor and vulnerable population. It recognizes the differences in risks at different stages of the lifecycle and provides support to various demographic groups. The proposed reforms are also too to be instrumental in eliminating leakages, improving targeting, increasing the average value of transfers, lowering the risks faced by the poor and vulnerable population, reducing poverty and income inequality.

Through the NSSS, the reforms seek to consolidate the multitude of often duplicative programmes into core programmes based on the lifecycle approach, which would enhance beneficiary coverage.

Hence, the programmes are by design, inclusive of the poor and vulnerable population, with special emphasis on the extreme poor, and to increase the average programme benefits so that a meaningful impact on the recipients can be made. The NSSS has placed greater emphasis on strengthening the administration and management of Social Security schemes. This increases the efficiency and effectiveness of schemes whilst also reducing the fiduciary risk. Improvements have generally focused on three main areas: professionalising staff and institutions; improving management information systems; and the delivery of transfers to recipients.

The National Social Security Strategy provides guidelines to coordinate and consolidate the current safety nets programmes which are fragmented across the numerous ministries and departments. The government understands that improvements in the administrative arrangements for the NSSS will be critical to it's success.

The key priorities are to address a vastly simplified institutional arrangement that allows proper planning, implementation and M&E of the NSSS. The professionalization of staff is also important so that there is a group of public servants who are experts in the delivery of Social Security schemes at both national and local levels.

The effectiveness in identifying recipients for social security schemes also require (a) upgrading the MISs so that they are able to underpin the effective and efficient delivery of transfers and promote cross-governmental coordination and monitoring of performance; (b) strengthening payment mechanisms to minimize leakage and to use the social security system to promote financial inclusion, in particular among poor and vulnerable families; and (c) establishing an effective grievance redress system so that all citizens have the recourse to appeal to selection decisions and can then notify competent authorities about instances of misconduct and failures in the delivery of the promised benefit.

The Social Security Policy Support (SSPS) Programme, implemented by the Cabinet Division and the General Economics Division in partnership with UNDP and DFID, aims to strengthen the governance and delivery infrastructure of the social security system. One of the focused interventions of the SSPS Programme is to strengthen capacity of the Government to roll out and implement the NSSS. SSPS will develop an overall training plan for the duration of the programme, design training courses and produce training manuals.

In this regard, Local Government Institutions are crucial implementing agencies. The Union Parishad (UP) is the main gateway

and implementing authority of social safety net programme at the grassroots level. It has also been implementing other different projects related to poverty eradication and women empowerment. The capacity building and training of UPs and their representatives is very important to ensure quality to implement and strengthen the management system, including those of finance and monitoring.

The SSPS Programme considers the following principles to be of critical importance in order to implement a successful training programme:

- Correct diagnosis of capacity gaps based on the assessment of individuals' training needs, which will primarily be related to the organisational needs of UPs
- Identifying and addressing the capacity gap by targeting training content
- Training designed and conducted in conformity with best practices, with an emphasis on interactive learning.
- Opportunities to be available for practicing these newly acquired skills.
- Follow-up support will be on hand to help trainees utilize knowledge and skills.

OBJECTIVES OF THE TRAINING NEEDS ASSESSMENT

The objectives of the training needs assessment are to:

- map the capacity gaps of elected UP representatives (13 members including Chairman), officials (UP Secretary & focal point of SSN) pertaining to social security programme and suggest social security capacity enhancement programme.
- assess training needs to enhance the UPs representatives and UP officials' capacity to support the implementation of the NSSS, including assessing and strengthening relationships within the administrative hierarchy.
- identify the required knowledge and skills of Union Parishad members/staff.
- recommend a training strategy related to social security programmes.

METHODOLOGY

The TNA answers the following questions:

- What role do UPs currently play in Bangladesh's social security system? What do they do?
- What is the UP perception of the NSSS, and their implementation challenges, both budgetary and non-budgetary ?
- What training and capacities are needed so that UPs can support the implementation of the NSSS?

Table 1.1: Respondents of FGDs and KIIs

	UP Chairmen	UP Secretary	UP Represegntative	Upazila Officials
KII	25	25	-	16 (2/UPZ)
FGD	-	-	300	

The training needs assessment has been conducted in around 20 percent of the participating UPs in the project area of Strengthening Women's Ability for Productive New Opportunities (SWAPNO) in Satkhira and Kurigram districts. In total, 25 Union Parishads - 15 from Kurigram and 10 from Satkhira - are included in the assessment. Since SWAPNO operates in 14 Upazilas (9 in Kurigram and 5 in Satkhira), the assessment has been conducted in at least one UP from each Upazila (see Table 1.1 for the distribution). Considering the geographical location, the UPs were selected through a purposive sampling method. Although the TNA has been conducted to assess both organizational and individual capacities of participating UPs, it represents a scenario of all the UPs in the country.

Table 1.2: FGD Distribution

District	Upazila	Union	UP members
Kurigram (15 UPs-178 UP members)	Bhurungamari	Shilkhuri	12
		Tilai	12
	Chilmari	Thanahat	12
	Fulbari	Naldanga	12
	Kurigram Sadar	Mogolbasa	12
		Pachgachi	12
	Nageswari	Bamondanga	12
		Kaligonj	12
		Bhitorbond	12
	Rajarhat	Chinai	12
		Garial Bhanga	12
	Razibpur	Mohongonj	12
	Rowmari	Bandober	11
	Ulipur	Hatia	12
		Bajra	12
Satkhira (10 UPs-112 UP members)		Budhata	11
		Shovanali	11
	Debhata	Sakhipur	10
	Kaligonj	Tarali	11
		Nalta	12
		Champaphul	10
	Shyamnagar	Burigoali	12
		Ramjan Nagar	11
	Tala	Jamalpur	12
		Nagarghata	12
Total		25	290

Tools of qualitative research methodologies such as Key Informants Interview (KII) and Focus Group Discussion (FGD) have been applied in the process. A total of 25 FGDs were conducted in the different Union Parishads of Kurigram and Satkhira.

In total, 290 UP members were participants of the FGDs (see Table 1.2). 25 UP Chairmen, 25 UP Secretaries, and 16 Upazila Officials who were the key informants for this assessment (see Table 1.3). The checklists for both the FGDs and KIIs are annexed respectively as Annex 1.1 and Annex 1. While the FGD participants were Union Parishad members, the participants of KIIs were 7 Social Welfare Officer (SWO), 5 Women Affairs Officer (WAO) and 4 Project Implementation Officer (PIO) in Kurigram and Satkhira district. The list of participants in the FGDs and KIIs are presented in Annex 3 and Annex 4.

Table 1.3: KII Distribution

District	Upazila	Respondents
Kurigram (Upz- 8 KII, UPs - 30 KII)	Bhurungamari	Chairman and Secretary (Shilkhuri and Tilai UP)
	Chilmari	WAO, SWO
		Chairman and Secretary (Thanahat UP)
	Fulbari	Chairman and Secretary (Naldanga UP)
	Kurigram Sadar	SWO , PIO
		Chairman and (Mogolbasa and Pachgachi UP) Secretary
	Nageswari	UP Chairman and Secretary (Bamondanga, Kaligonj, Bhitorbond)
	Rajarhat	WAO, PIO
		UP Chairman and Secretary (Chinai and Garial Bhanga UP)
	Razibpur	Chairman and Secretary (Mohongonj UP)
	Rowmari	Chairman and Secretary (Bandober UP)
	Ulipur	WAO, SWO
		Chairman and Secretary (Hatia and Bajra UP)
Satkhira (Upz -8 KII, UPs- 20 KII)	Assasuni	WAO, SWO
		Chairman and Secretary (Budhata and Shovanali UP)
	Debhata	WAO, SWO
		Chairman and Secretary (Sakhipur UP)
	Kaligonj	SWO, PIO
		Chairman and Secretary (Tarali, Nalta and Champaful)
	Shyamnagar	SWO, PIO
	Tala	Chairman and Secretary (Jamalpur and Nagarghata UP)
Total KII		66

REPORT OUTLINE

The training needs assessment is presented in four core sections.

Following the introduction, the next section focuses on the social safety net programmes and responsibilities of UP representatives & UP officials. The section identifies the social safety net programmes that are being implemented at the local level by Union Parishads and responsibilities related to the implementation of social safety net programmes.

Section three analyzes the current status of implementation focusing on targeting and benefit delivery capacities and constraints. This section analyses the selection process and bottlenecks, benefit delivery process related knowledge and bottlenecks, monitoring and supervision system at UP level, financial management and record keeping, reporting system and capacity. The section also describes the grievance handling at UP level and Upazila level.

The final section identifies local level training needs for UP Chairman, Member and Secretary. The section highlights the training needs on technical skills, subject wise knowledge, and awareness and experience. The section also identifies the priority issues of training.

SOCIAL SAFETY NET PROGRAMMES AND PROGRAMME RESPONSIBILITIES

At the local level, the Union Parishad is the main gateway and implementing authority of social safety net programmes. The local level representatives at the Union Parishads perform various tasks including targeting, benefit delivery, approval process, monitoring, supervision, financial management, reporting, grievance handling, and coordination. This section provides a brief outline of the current social safety net programmes at the local level and also identifies the various roles and responsibilities performed by the local level elected representatives and government officials.

PROGRAMME OF SOCIAL SAFETY NET

Amongst 140+ social safety net programmes implemented by 23 ministries in the country; the local level in Kurigram and Satkhira administers numerous programmes both at the Union Parishad and Upazila levels. In this survey of 25 Union Parishads, there are 15 SSN programmes commonly implemented. These include VGD (Vulnerable Group Development, Maternity/Pregnancy Allowance, Old Age Allowance , Widow Allowance, Disability allowance, VGF (Vulnerable Group Feeding), Test Relief (TR) Food, EGPP (Employment Generation Program for the Poorest) , Food For Work (FFW) – KABIKHA, Work For Money (WFM) – KABITA, GR (Gratuitous Relief) – Food , LGSP-2 (Local Governance Support Project), SWAPNO (Strengthening Women's Ability for Productive New Opportunities), and RERMP (Rural Employment and Road Maintenance Programme). A list of common programmes and programme benefits along with the implementing ministry are presented in Table 2.1.

In addition, 8 UPs out of 15 also implement the WER/ER+ programme in Kurigram district. The Honorarium for Freedom Fighters programme is found in 7 unions of Kurigram district and 4 unions of Satkhira district. A list of social safety net programmes implemented at Union Parishads in Kurigram and Satkhira is also presented in Table 2.2.

Few programmes are implemented by the Upazilas directly. Freedom Fighters honorarium and stipend for disabled student fund are directly implemented by the SWO. During the KII, the SWOs said

that all Upazilas have these two programmes. Under WAO, the microcredit programme is running in all Upazilas and only in Ulipur Upazila of Kurigram. The SWAPNO package is implementing a pilot programme. Flood shelter (Asrayon project) is implemented only in 3 Upazilas of Kurigram directly by the PIO. A list of social safety net programmes implemented directly at the Upazila level is presented in Table 2.3.

Table 2.1: SSN Programmes, Implementing Agencies, and Programme Benefits

SSN Programme	Implementing Ministry	Benefits
VGD (Vulnerable Group Development	Women and Children Affairs	30 kg rice per month for 24 months, and IGA training
Maternity/Pregnancy Allowance	Women and Children Affairs	BDT 500 per month for 24 months
Old Age Allowance	Social Welfare	Lifelong BDT 400 per for 60+ people
Widow Allowance	Social Welfare	Lifelong BDT 400 per month
Disability allowance	Social Welfare	Lifelong BDT 500 per month
VGF (Vulnerable Group Feeding)	Disaster Management and Relief	2 times in a year per beneficiary 10 KGs rice
Test Relief (TR) Food	Disaster Management and Relief	14-16 m.ton rice for extreme poor and vulnerable family 2 times in a year.
EGPP (Employment Generation Program for the Poorest)	Disaster Management and Relief	40 days work, 2 times work per year. Per day BDT 200 per beneficiary
Food For Work (FFW)–KABIKHA	Disaster Management and Relief	18-20 m.ton rice as per scheme.
Work For Money (WFM) –KABITA	Disaster Management and Relief	18-20 m.ton rice yearly
GR (Gratuitous Relief)–Food	Disaster Management and Relief	10kg rice per beneficiaries
LGSP-2 (Local Governance Support Project)	Local Government, Rural Development and Cooperatives	PBG_BDT -18 lac. BBG-BDT 5 lac,

SWAPNO (Strengthening Women's Ability for Productive New Opportunities)	Local Government, Rural Development and Cooperatives	BDT 200 per day for 450 days for 36 beneficiaries
RERMP (Rural Employment and Road Maintenance Programme)	Local Government, Rural Development and Cooperatives	BDT 6000 per month /per person
ER/ER+ (Enhance Resilience)	Local Government, Rural Development and Cooperatives	Selected UPs as per scheme.
ADP (Annual Development Programme)	Different Ministries	2 lac taka for general allocation and, per tender 10 lac taka.
Relief programme for emergency	Disaster Management and Relief	1-15 m. ton rice allocation for one Union.
Honorarium for Freedom Fighters	Social Welfare	BDT 8000 per freedom fighter per month.

Table 2.2: Social Safety Net Programmes at Union Parishad Level

Social Safety Net Programmes	Kurigram													Satkhira											
	Shilkhuri	Tilai	Thanahat	Naldanga	Mogolbasa	Pachgachi	Bamondanga	Kaligonj	Bhitorbond	Chinai	GarialBhanga	Mohongonj	Bandober	Hatia	Bajra	Budhata	Shovanali	Sakhipur	Tarali	Nalta	Champaphul	Burigoali	RamjanNagar	Jalalpur	Nagarghata
VGD	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Maternity/Pregnancy Allowance	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Old Age Allowance	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Widow Allowance	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Disability allowance	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
VGF	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Test Relief (TR) Food	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
EGPP	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
KABIKHA	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
KABITA	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Gratuitous Relief - (GR) Food	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
LGSP-2	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
SWAPNO	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
RERMP	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
ER/ER+					x	x	x	x				x	x	x	x										
ADP	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Emergency Relief	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Freedom Fighters' Honorarium			x	x		x	x		x	x	x						x						x	x	x

Table 2.3: SSN Programmes implemented by Upazila officials directly

Programme	Kurigram				Satkhira			
	Sadar	Chilmari	Ulipur	Rajarhat	Assasuni	Debhata	Kaligonj	Shyamnagar
Honorarium for Freedom Fighters	x	x	x	x	x	x	x	x
Emergency Relief	x	x	x	x	x	x	x	x
Micro Credit	x	x	x	x	x	x	x	x
Flood Shelter (Asrayon)		x	x	x				
SWAPNO package			x					
Stipend for Disabled Students	x	x	x	x	x	x	x	x

LOCAL LEVEL ROLES AND RESPONSIBILITIES IN IMPLEMENTING SSNP

Local level elected representatives and Upazila officials perform various roles in implementing social safety net programmes. The roles and responsibilities of each group of representatives and local level government officials are identified below. A summary list of roles and responsibilities is annexed (Annex 6).

Upazila Officials

The Upazila officials perform various roles and responsibilities related to the implementation of social safety net programme. The common responsibilities in coordination with UPs and Upazila are related to the programme approval process, monitoring, supervision and follow-up, grievance handing and resolution. Another important role performed by the Upazila officials is that of compiling the report and forwarding the reports to the district level. For beneficiary selection, the Social Welfare Officer—SWO and Women Affairs Officer—WAO are responsible for target monitoring and follow-up. The local level government officials orient the UPs on the programme rules and guideline. Accounts management has been cited as one of the important roles by the SWO only (Table 2.4). A list of activities the Upazila officials perform in relation to specific social safety net programmes is provided in Table 2.5.

Table 2.4: Roles and responsibilities of Upazila officials

Roles/ Responsibilities	District	Kurigram								Satkhira							
	Upazila	Sadar		Rajarhat		Ulipur		Chilmari		Assasuni		Kaligonj		Debhata		Shyamnagar	
	UP Officials	PIO	SWO	PIO	WAO	SWO	WAO	SWO	WAO	SWO	WAO	PIO	SWO	SWO	WAO	PIO	SWO
Target monitoring and follow-up			x		x		x		x	x	x		x	x	x		
Programme rules/guideline orientation			x		x	x		x	x			x			x		
Benefit delivery			x		x		x			x	x	x		x	x	x	x
Programme approval Process		x	x	x	x	x	x	x	x	x	x	x		x	x	x	x
Monitoring, supervision, follow-up		x	x	x	x	x		x	x	x	x	x	x	x	x	x	x
Programme Reporting		x	x		x	x	x	x		x	x	x	x	x	x	x	x
Grievance handling and resolution			x	x		x		x	x	x	x		x	x		x	x
Coordination with UPs & Upazilas		x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Accounts management			x			x							x	x			x

Union Parishad Members

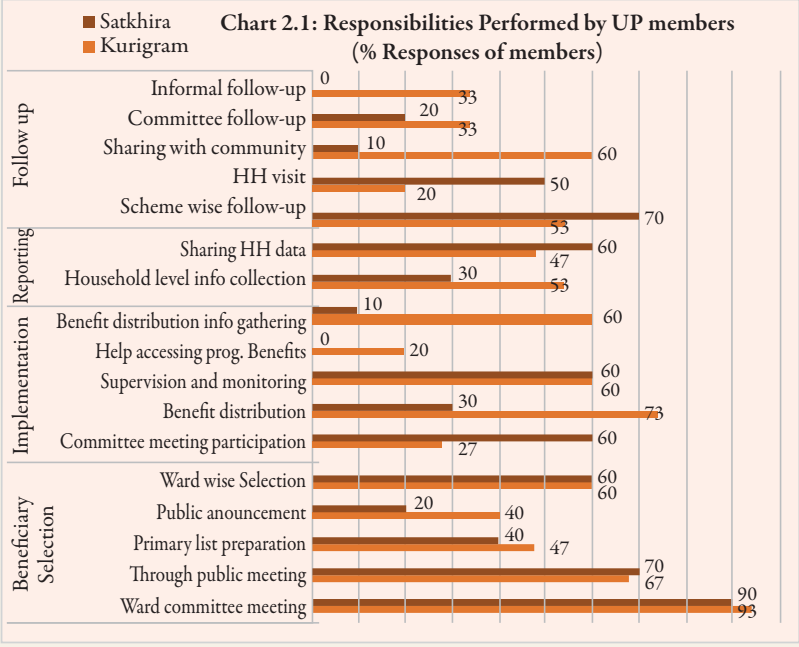
The roles and responsibilities of UP members in the implementation of social safety net programmes can be broadly categorized in four areas—(a) beneficiary selection, (b) implementation, (c) reporting, and (d) follow-up. Chart 2.1 provides details of UP members' responsibilities in social safety net programme implementation.

As regard to the selection of beneficiaries, the majority of the UP members from Kurigram and Satkhira districts informed us, that the organizing and managing ward committee meetings is the main responsibility that they perform. The large number of UP members of Kurigram pointed out that benefit distribution is the major responsibility they have in terms of the implementation of SSN programmes. In Satkhira, the major responsibilities related to implementation of programmes are cited to be the participation in committee meetings and distribution of information of drawing benefits. The timely distribution of benefits is also a cause for concern. UP members of both districts have identified their roles relating to reporting, and sharing household data with the UP Secretary.

The UP members perceive a number of other roles and responsibilities to be theirs. They carry out many of these roles including the schemewise follow-up and follow-up with the community. But, UP members do not know whether such roles are defined in any of the government regulations. For example, one of the female members of

Tilai Union in Bhurungamari Upazila under Kurigram District said, "We are not only performing our regular responsibilities but also assisting beneficiaries, particularly women, to open bank accounts and to collect the money from Bank. Our beneficiaries represent the extreme poor and vulnerable groups of our society, and they don't feel comfortable when dealing with bank officials. We think this is also a responsibility of our job/duty."

A list of activities the Union Parishad members perform in relation to specific social safety net programmes are provided in Table 2.5.



Chairmen And Secretaries

The responsibilities of the UP Chairmen and Secretaries in the implementation of social safety net programme include beneficiary selection, implementation, follow-up, monitoring and budgeting, accounting and reporting (Chart 2.2). A list of activities that the Union Parishad Chairmen and Secretaries perform in relation to specific social safety net programmes is provided in Table 2.5.

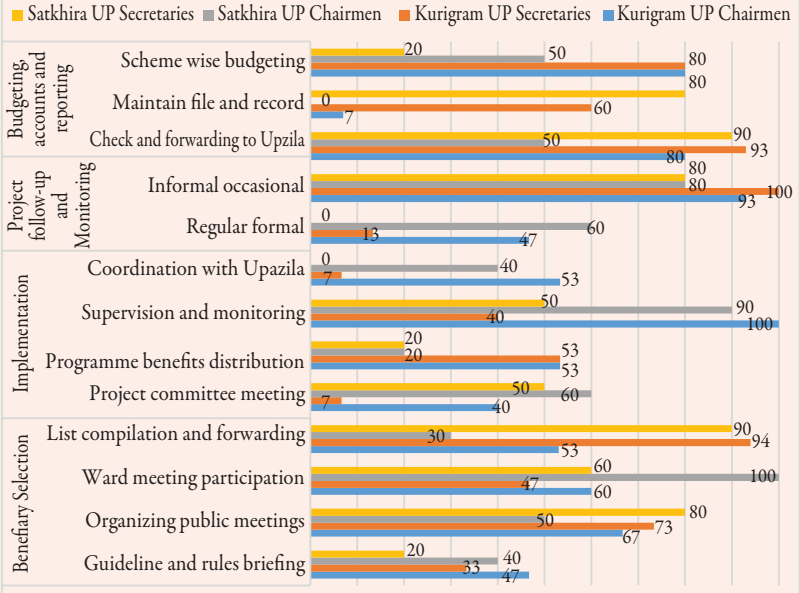
All the UP Chairmen of Satkhira cited that they conduct and participate in ward meetings which they perceive to be one their major responsibility. In Kurigram, a large number of UP Chairmen expressed their main responsibilities related to beneficiary selection,

are organizing public meetings and ward meetings. Most of the UP Secretaries of both Kurigram and Satkhira stated that their major responsibility related to the beneficiary selection is the compilation of list and forwarding it. A noticeable number of UP Chairmen and Secretaries said the guideline and rule briefing for the UP and committee members is an important responsibility for beneficiary selection.

Most UP Chairmen and Secretaries in both districts cited that their major responsibility is supervision and monitoring of the implementation of safety net programmes. Other responsibilities in implementing the programme are distribution of the programme benefit, coordination with the Upazila, and meeting of the project committee.

In terms of responsibilities relating to budgeting, accounts, reporting; the Chairmen and Secretaries perform scheme wise budgeting, maintain files and records, and forward those reports to the Upazila. The prime responsibility of the Chairmen relating to reporting is checking and signing the report, then sending the report to the Upazila.

Chart 2.2: Responsibilities in SSN programme implementation (% Responses of UP Chairmen and Secretaries)



In sum, the local level representatives at the Union Parishads perform various tasks including targeting, benefit delivery, approval process, monitoring, supervision, financial management, reporting, grievance handling, and coordination. The tasks for different social safety net programmes vary, nonetheless; the beneficiary selection, programme implementation including grievance handling and coordination, reporting and follow-up responsibilities overwhelmingly are carried out by the UP Chairmen, members and Secretaries. However, UP representatives consider their roles in local level social safety net programme implementation, including coordination, reporting, follow-up and grievance handling, to be burdensome. There is widespread discontent on the low honorarium they receive as local government representatives. In addition, the small amount of social safety net cash benefits, and the often poor quality of in-kind benefits, aggrieves beneficiaries, the burden of which is disproportionately borne by UP representatives, leading to further demotivation for them to carry out their responsibilities.

Table 2.5: Social safety net scheme specific roles and responsibilities of Local level representatives and government officials

Areas of Responsibilities		SSN Programmes																	
		VGD	Old Age Allowance	Widow Allowance	Food for work/ WFM	TR-Food	EGPP	Maternity Allowance	Stipend for disable Student	Stipend for disable Student	Disability allowance	LGSP-2	Freedom Fighters Honorarium	RERMP	VGF	Micro Credit to women	SAPNO package	Relief activity/GR	Flood Shelter
UP-Chairman/Secretary/ Members	Targeting	x	x	x	x	x	x	x	x		x	x		x	x			x	
	benefit delivery	x			x	x						x		x	x			x	
	Approval Process																		
	Monitoring, supervision	x			x	x	x					x		x	x				
	Financial management	x			x	x	x					x		x	x				
	Reporting	x	x	x	x	x	x	x	x		x	x		x	x				
	Grievance handling	x	x	x	x	x	x	x	x	x	x	x		x	x				
	Coordination	x	x	x	x	x	x	x	x	x	x	x	x	x	x			x	x
Project implementation officer	Targeting																		x
	benefit delivery																		x
	Approval Process					x	x								x			x	x
	Monitoring, supervision					x	x								x			x	x
	Financial management					x	x								x			x	x
	Reporting			x	x	x	x								x			x	x
	Grievance handling						x								x			x	x
	Coordination			x	x	x	x								x			x	x

Table 2.5: Social safety net scheme specific roles and responsibilities of Local level representatives and government officials

	Areas of Responsibilities	SS Programmes																	
		VGD	Old Age Allowance	Widow Allowance	Food for work/ WFM	TR-Food	EGPP	Maternity Allowance	Stipend for disable Student	Stipend for disable Student	Disability allowance	LGSP-2	Freedom Fighters Honorarium	RERMP	VGF	Micro Credit to women	SAPNO package	Relief activity/GR	Flood Shelter
Social Welfare Officer	Targeting												x	x					
	benefit delivery		x	x					x	x	x		x	x					
	Approval Process		x	x					x	x	x		x	x					
	Monitoring, supervision		x	x					x	x	x		x	x					
	Financial management		x	x					x	x	x		x	x					
	Reporting		x	x					x	x	x		x	x					
	Grievance handling		x	x						x	x		x	x					
	Coordination		x	x					x	x	x	x	x	x					
Women Affairs Officer	Targeting																		
	benefit delivery							x								x	x		
	Approval Process	x						x								x	x		
	Monitoring, supervision	x						x								x	x		
	Financial management	x						x								x	x		
	Reporting	x						x								x	x		
	Grievance handling	x						x								x	x		
	Coordination	x						x								x	x		

CAPACITY AND CONSTRAINTS IN PROGRAMME IMPLEMENTATION

The capacity of the UPs and their representatives is important in ensuring quality to implement and strengthen the management of the social safety net programme system, including those of finance and monitoring. Uniform understanding of the Union Parishad rules and regulations as well as fundamental principles of social safety net programme modalities is lacking among UP representatives. Their knowledge is drawn from numerous years of experience by working with local government, and they had not received any systematic training, neither on monitoring and supervision nor on financial management. They have hardly any clue whether UP receipts and payments are properly recorded. No electronic data management system exists in the unions and the current one-way reporting mechanism is without due monitoring and supervision of the local government representatives. The assessment of the capacity of the UPs and their representatives have, and the constraints they face in carrying out these associated tasks is what follows in this section.

BENEFICIARY SELECTION AND PROGRAMME IMPLEMENTATION

Targeting and Benefit Delivery

The elected representatives claimed to have wide knowledge on the targeting and benefit delivery process to be followed for social safety net programmes. While such claims are more vivid for UP members, the responses of UP Chairmen and Secretaries do not substantiate the adequacy of knowledge on the beneficiary selection rules and regulations. A substantial number of Chairmen in Satkhira and Kurigram have cited their knowledge on the beneficiary selection rules and regulations to be inadequate (Chart 3.1). The inadequacy looms large in view of the fact that at the beginning of the programme, the responsible Upazila officials orient them on the rule, policy and criteria.

In the focus group discussions, UP members identified their knowledge on the beneficiary selection process through three broad issues— selection criteria, guidelines, and rules/policies (Chart 3.2). The responses of the UP members reveal that while in the selection process they have the scope to prioritize needs of poor and vulnerable groups of people; they were of the opinion that there is ample opportunity for them to go beyond the set criteria in selecting the

programme beneficiaries. Many of the UP members, too, believe that partial adherence of the set criteria is acceptable, and some minimum core criteria must be ensured in the beneficiary selection process such as for those who are disabled, widow, aged person, extreme poor, earning member of family, landlessness, and female headed households.

All sampled UPs of Satkhira district claimed to have followed the government rules/ policies for selecting the beneficiary. A large number of UPs in Kurigram and Satkhira expressed that they selected the beneficiaries through ward meetings. Often, the beneficiary list is prepared in advance through ward wise allocation, and informed to a few UP members in both districts. The knowledge on the beneficiary selection process reveal that there is hardly any uniformity of understanding of the government prescribed rules in general and programme wise guidelines in particular.

Chart 3.1: Knowledge on Beneficiary Selection Rules and Regulations
% Responses of UP Chairmen and Secretaries

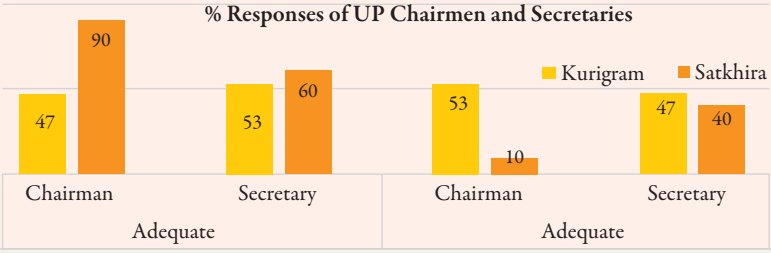
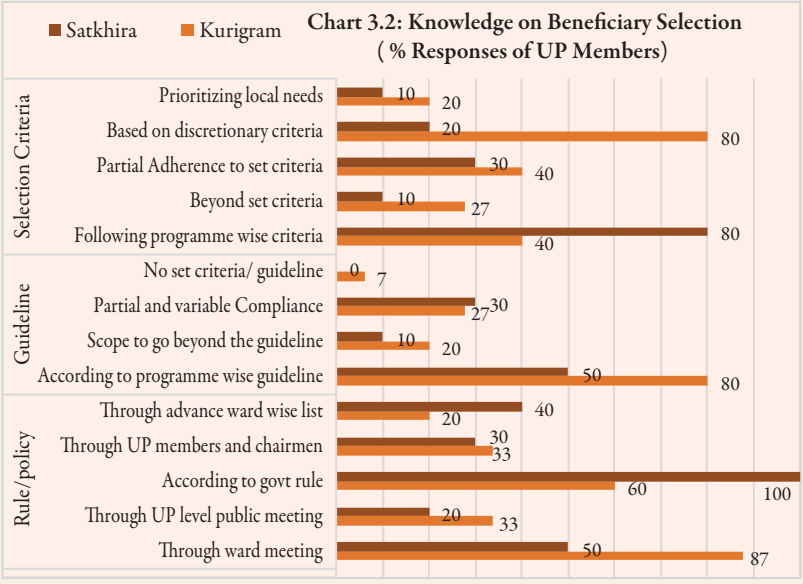


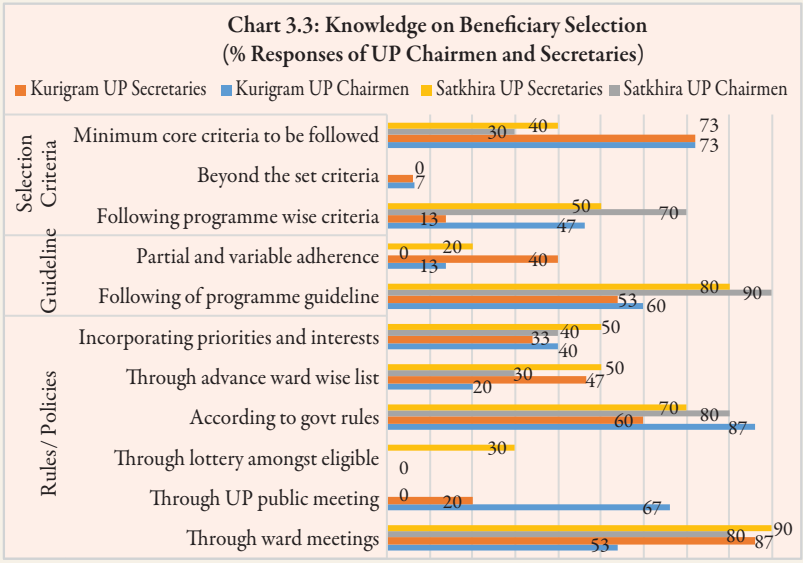
Chart 3.2: Knowledge on Beneficiary Selection
(% Responses of UP Members)



In the key informant interviews with UP Chairmen and Secretaries, it was amply revealed that different processes are being followed for selecting beneficiaries in the Union Parishads (Chart 3.3). The common response from a large number of UP Chairmen and Secretaries in both Kurigram and Satkhira was that selection of beneficiary is done based on the government rules /policies, and primarily through ward meetings. According to the Local Government (Union Parishad) Act-2009, every programme beneficiary shall be selected through the ward meeting. We found different dimensions of the beneficiary selection process. A large number of respondents in Satkhira and Kurigram stated the guidelines that UPs follow.

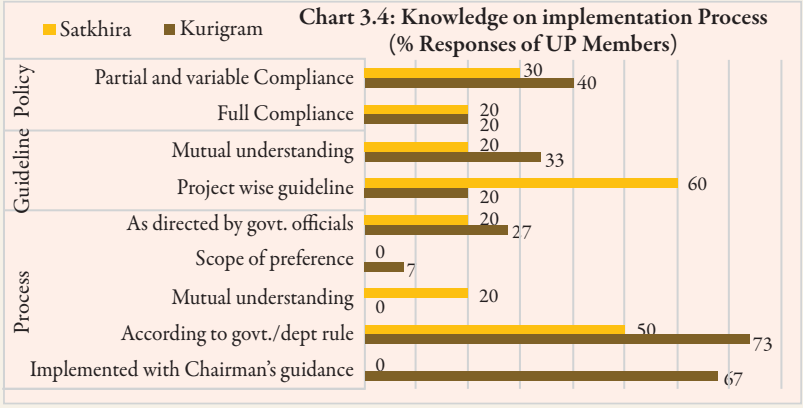
Mentioning that the programme wise guideline of different SSNP have varied guidelines of line ministry or department, they often find it difficult to follow fully the prescribed rules and regulations. In a similar vein, the UP Secretary of Thanahat Union Parishad in Chilmari Upazila, Kurigram District said, "UP members do not have very positive willingness to follow the government rules and policy in implementing the programme, and they also have the gaps on knowledge about UP law and safety net related rules/policies. Only positive attitude of the UP members toward the poor and vulnerable can ensure successful implementation of the programmes."

The key informant interviews vividly point to the fact that in many instances the beneficiary list is prepared in advance and the list is validated through the ward meetings. For example, the respondents informed that in numerous cases (e.g. VGD, VGF, KABIKHA. KABITA) UPs collect ward wise list from ward members as draft list then the Chairman checks the list and (s)he finalizes the list in association with the UP members in the PIC meeting. No wonder, that leaves ample scope for mis-targeting (see Rahman et al 2014: 6 for such scope of mis-targeting). Such practices are in use across social safety net schemes, with the exception of a few programmes such as LGSP-2, SWAPNO in which the list of beneficiaries is drawn in public at a ward meeting.



Programme Benefit Delivery and Project Implementation

Data on knowledge of the programme implementation process reveal that there is partial and variable compliance with the government policy for each of the safety net programmes. A substantial number of UPs in Kurigram and Satkhira mentioned that they implement the programmes according to government/departmental rules. However, UP members in Kurigram reveal that in terms of the process of implementing programmes, they mostly rely on guidance from the UP Chairman (Chart 3.4). A few members cited the process to be mutual between the elected representatives. This leads to a scope of biased preference in the implementation process as well as not fully complying with government prescribed rules and regulations in implementing social safety net programmes.



The scope of preference and partial adherence to government rules and regulations in programme implementation was revealed through the responses of the UP Chairmen and Secretaries in both districts of the study. A large number of Chairmen and Secretaries informed that implementation of the programmes inadequately follows the set rules and regulations (Chart 3.5). One of the UP members of Nalta in Kaligonj, Satkhira states, "We want to follow the government rules and policies but sometimes we can't do it due to the practical situation at the local level, in particular due to the varied interests not only of the Chairman but also amongst us, the UP members. Consequently, we have to implement the safety nets through the mutual understanding of Chairman, Member and government officials"

The discussion with UP members, Secretary and Chairman regarding the selection of beneficiaries and the programme implementation process has led us to believe that there is partial and variable compliance to government policy for each of the safety net programmes which is widely being practised. While a substantial proportion of UP respondents including elected members, Chairmen, and Secretaries claim to have adhered to project wise guidelines for implementation of programmes, their responses imply and highlight that discretionary criteria are followed in selecting beneficiaries of social safety net programme. At one end, lacking uniformity in core selection criteria and programme implementation modalities has not only been observed in differential responses amongst UP members, Chairmen and Secretaries, but on the other hand, also amongst the overall responses received from the Kurigram and Satkhira unions. Elected UP members perceive that a scope of going beyond the set government criteria is possible. Accordingly, the selection in practice is done with partial compliance with the set criteria, and often implemented with the sole guidance of either the Union Parishad Chairman or Secretary.

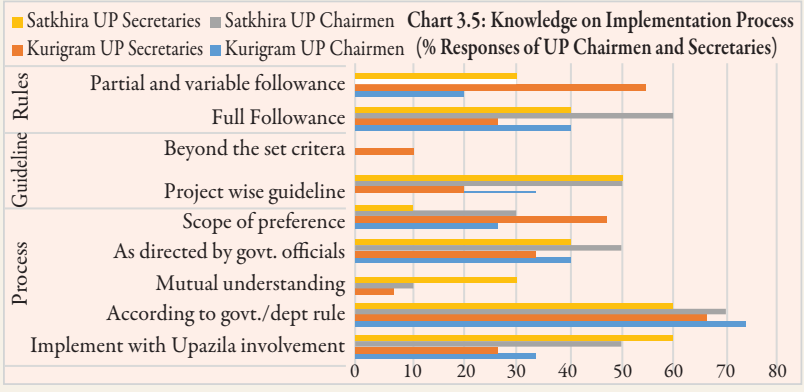
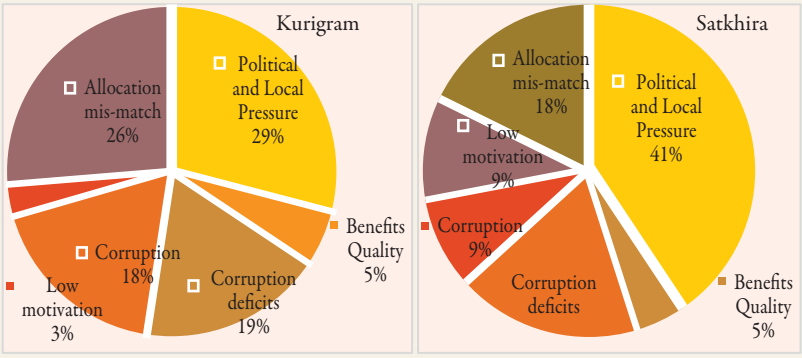


Chart 3.5: Knowledge on Implementation Process (% Responses of UP Chairmen and Secretaries)

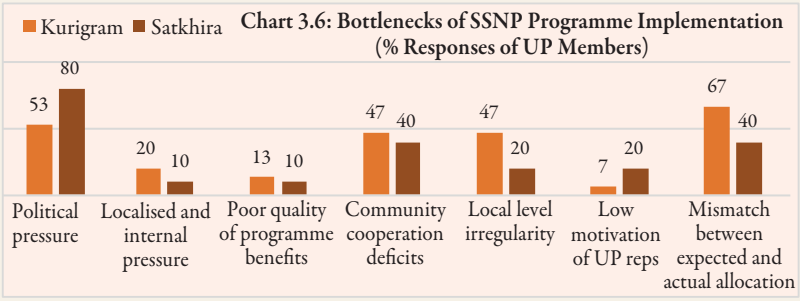
PROGRAMME IMPLEMENTATION CONSTRAINTS

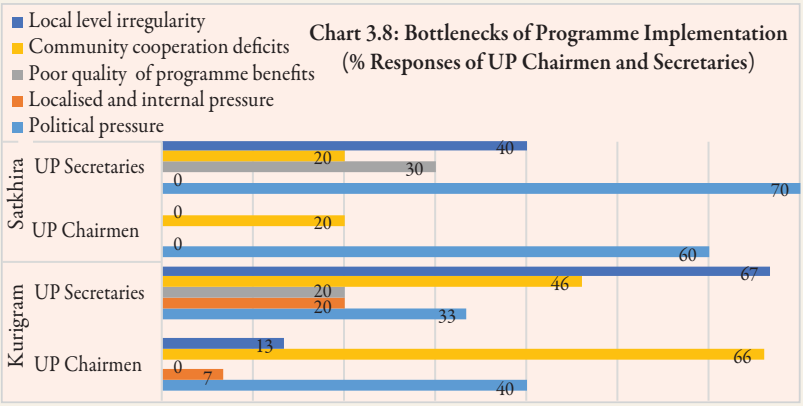
Through the FGDs, it was found that there are a number of constraints to the implementation of safety net programmes (see Chart 3.6). The major bottleneck of the Satkhira and Kurigram districts is political or external pressure and there is a mismatch between the expected and actual allocation (Chart 3.7). Many UP members cited that community cooperation deficits are also a major problem. Examples of community cooperation deficits are-community people are not willing to give their soil for road maintenance work and those who are not selected as beneficiaries don't cooperate. Local level irregularity is a bottleneck too; a small number of UP members in both areas are perceived to be corrupt. Some UP members also mentioned low motivation as a reason not to work sincerely due to the negligible honorarium of UP members.

Chart 3.7: Distribution of Programme Implementation Bottlenecks



In Satkhira district, a substantial number of UP Chairmen and Secretaries said that political pressure is a major bottleneck in implementing the programme. Numerous Secretaries have also stated the issue of local level irregularity to be a block for not only selecting beneficiaries but also for implementing the programmes. In Kurigram district, a large number of Chairmen expressed their concern that lack of community cooperation is a major bottleneck. On the other hand, a large number of Secretaries said that local level irregularity is a major bottleneck. Indeed, the opinion on the issue varies between Chairmen and Secretaries. The UP Chairmen emphasized community cooperation deficits, and the UP Secretaries highlighted the political pressure and local level irregularity (Chart 3.8).





MONITORING, SUPERVISION AND FINANCIAL MANAGEMENT

Monitoring and Supervision

It was reflected that most of the UP members visit working sites for the purpose of monitoring and supervision. A small number of UP members said that they visit beneficiaries' households for collecting information. UP members also expressed that the standing committee and ward committees do the monitoring of safety net programmes to ensure quality (Chart 3.9). The core mechanisms of the monitoring and supervision in both districts are through ward committees, standing committee and beneficiary household visits (Chart 3.10). Overall opinion of the UP members is that the UP has no formal monitoring system and they do not produce any report after informal monitoring. The problems of leakage in allocation often arise due to inadequate monitoring of programs. Most implementing ministries lack sufficient capacity to monitor programs, which leads to benefits being misallocated (World Bank 2006). Monitoring should be used to provide information to management. This allows progress with implementation to be assessed, and for timely decisions to be made, ensuring progress against stated milestones. Monitoring also allows for the measurement of quality and effect of processes and procedures.

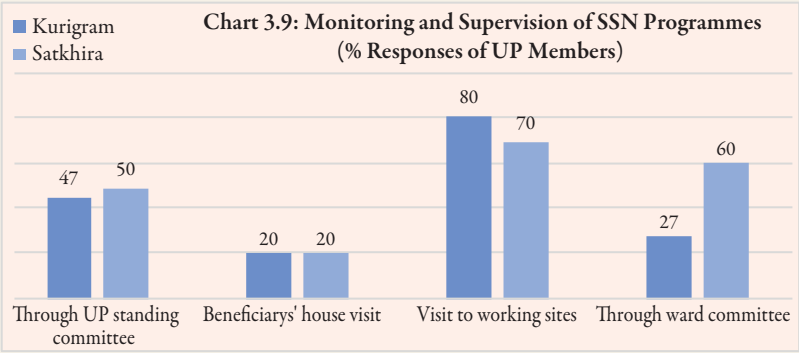
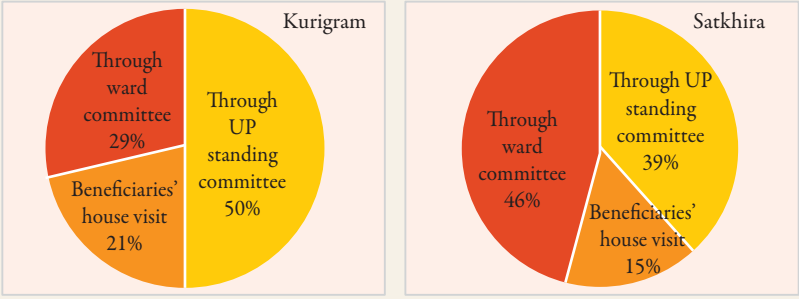


Chart 3.10: Study District Wise Monitoring and Supervision (% Responses of UP Members)



Monitoring and supervision by Chairman and Secretary

Almost all UP Chairmen in Kurigram and Satkhira stated that they do the monitoring and supervision by visiting the working sites. Ninety percent of Chairmen in Satkhira and thirty three percent in Kurigram said that monitoring and supervision are done through standing and ward committees /scheme supervision committee (SSC). As per the Union Parishad operational manual, SSC has the responsibility of monitoring and supervision the schemes (UP operational manual-2012). Around 50 percent of UP Secretaries in both districts gave the opinion that UP members, standing and ward committees do the monitoring and supervision. Presence during the benefit distribution time is the major monitoring mechanism of the UP Secretary. Some UP Secretaries said they do not have time to monitor and supervise, but they are usually present during the distribution of benefits (Chart 3.11). UP Secretary of Bhitorbond Union in Nageswari Upazila under Kurigram District expressed that, "I am the only one person in the Union Parishad to maintain huge administrative and financial management work. I do not have enough time to monitor the social safety net programmes and hardly time to visit working sites. I try to be present at the places during distribution where goods are distributed.

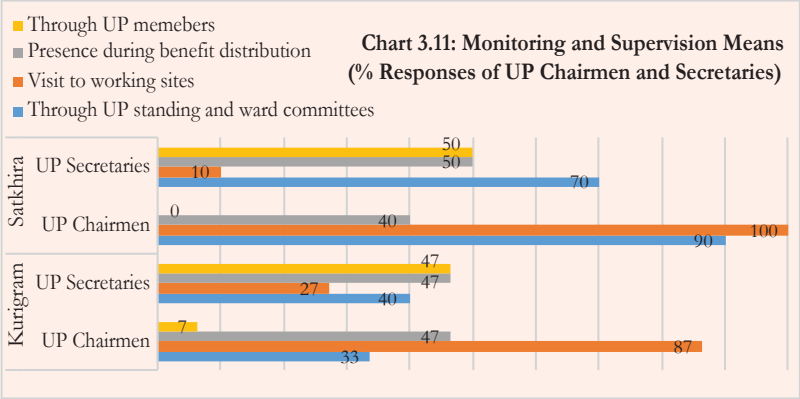


Chart 3.11: Monitoring and Supervision Means (% Responses of UP Chairmen and Secretaries)

Monitoring by Upazila level officials

Upazila level government officials do the regular monitoring and from time to time, in some cases do the monitoring and supervision for their respective programmes. During implementation, they check the quantity of food and usually make themselves available during the delivery time of programme benefit . They also visit the beneficiaries' households, talk with them and see the changes, but much of this is subject to their discretion in deciding which programmes to visit and when to monitor.

Training on Monitoring and Supervision

A substantial number (93 percent) of UP representatives of Kurigram receive monitoring and supervision training by the LGDP-2 project. In Satkhira, the situation is rather opposite; a substantial (80 percent) of representatives receive no such training (Chart 3.12) at all.

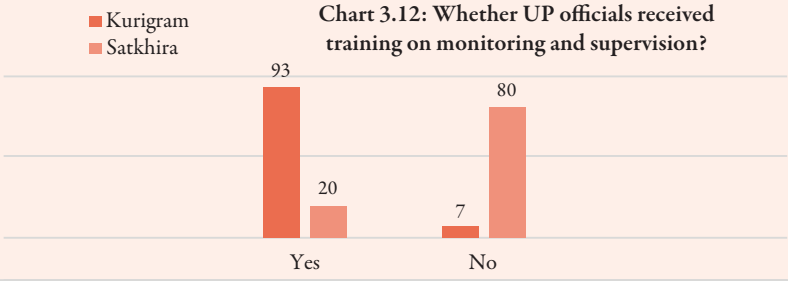
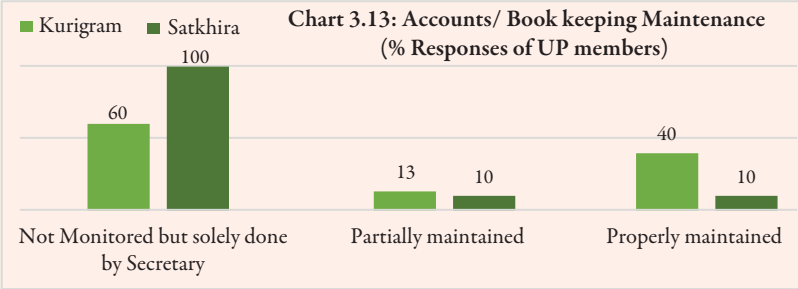


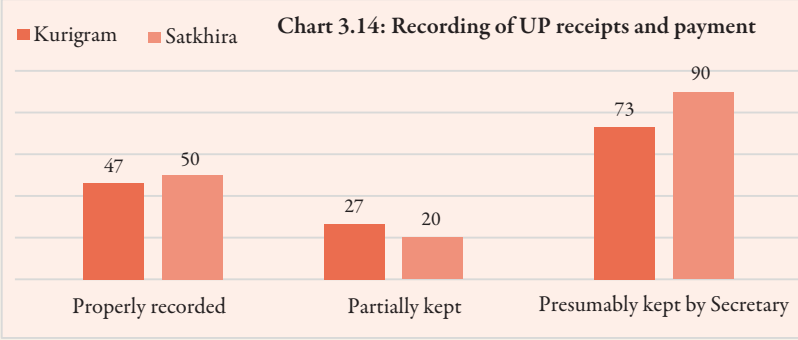
Chart 3.12: Whether UP officials received training on monitoring and supervision?

The respondents of both districts were asked in detail about the content of training they received. However, most of the respondents were not able to provide much detail.



Accounts, Book Keeping, and Records

From a high number of responses of UP members (100 percent in Satkhira and 60 percent in Kurigram) it was revealed that accounts and book keeping are solely done by the UP Secretary. As such, UP members hardly monitor implementation of the programme. A small share of respondents (10 percent in Satkhira, and 40 percent in Kurigram) informed that accounts/ book keeping is properly maintained at the local level (Chart 3.13).



A large number of respondents (UP members) in both districts stated that records of receipts and payments are presumably kept by the UP Secretary (Chart 3.14). One of the UP members of Mohongonj Union in Razibpur Upazila under Kurigram district said, "Books & accounts of safety net programme reporting are solely done by the Secretary. Therefore, we don't know how he maintains the books and accounts and compiles the reports. Time to time, we provide information to the Secretary for reporting purposes."

REPORTING AND DATA MANAGEMENT

Reporting

UPs have to prepare programme wise reports. FGDs find that the reports are usually prepared by the UP Secretary as per needs of the programmes. In both districts, most of the respondents said the Secretary filled the format and sent it to the respective Upazila level officials (Chart 3.15).

There is a reporting system in almost all the UPs (93 percent and 100 percent in Kurigram and Satkhira respectively). A small number (around 30 percent) of UPs in both districts expressed that the system is manual. Nevertheless, a good number of UPs prepared their report by computer but manually filed the report.

UPs prepare the reports commonly on a primary list of beneficiaries and MIS/formal wise report. A good number of Upazila officials stated that UPs prepare quarterly reports. Frequencies of reporting for numerous social safety net programmes are weekly, monthly, quarterly and after completion. The majority of programme reports are monthly and after completion of the task/project. Some respondents have the experience that quarterly and weekly reports need to be prepared for a few of the programmes. UPs generally prepare the reports in project/programme wise format provided by related department/officials. Reporting gaps of UPs as identified in the key informant interviews are information errors, missing information and delayed submissions. A good number of Upazila officials observed that delayed submission is a regular practice that hinders effective programme implementation (Table 3.1).

Chart 3.15: Reporting Mechanisms (% Responses of UP Members)

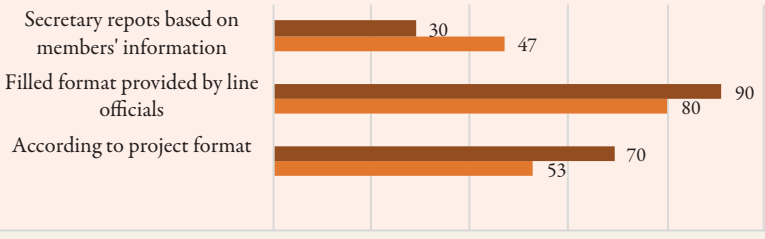


Table 3.1: UP Reporting Issues, Reporting, and Format

Reporting Issues	District	Kurigram								Satkhira							
	Upazila	Sadar		Rajarh		Ulipur		Chilmari		Assasuni		Kaligonj		Debhata		Shyamnagar	
	UP Officials	PIO	SWO	PIO	WAO	SWO	WAO	SWO	WAO	SWO	WAO	PIO	SWO	SWO	WAO	PIO	SWO
a. Subject matter of reporting																	
Primary list of beneficiaries		x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
MIS /format wise repo		x	x	x		x	x	x	x	x	x	x	x	x	x	x	x
Qualitative report		x		x	x		x		x	x	x						x
Progress report		x		x								x					
b. Frequency of reporting																	
Monthly			x	x	x	x	x	x	x	x	x	x		x	x	x	x
Quarterly		x		x	x		x		x	x	x						x
Weekly		x		x								x				x	
After Task Completior		x		x	x	x	x	x	x	x		x		x	x	x	x
c. Format of Reporting																	
Project/programme wise format		x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	
No set format		x															x
d. Reporting gaps																	
Information error		x	x		x		x		x	x	x	x	x		x	x	x
Missing information		x		x	x		x		x		x			x			
Delayed Submission						x		x	x		x	x	x		x	x	
e. Feedback on reporting																	
Case by case		x		x			x				x			x	x	x	
General		x		x	x	x			x		x	x					
No			x					x		x			x				x

Data Management system

The overwhelming majority of the respondents in both districts stated that digital data management system has not yet been introduced (Chart 3.16).

According to the observation of Upazila officials all UPs have a manual data management system. Documents/data are kept either hand written or computer typed (Table 3.2).

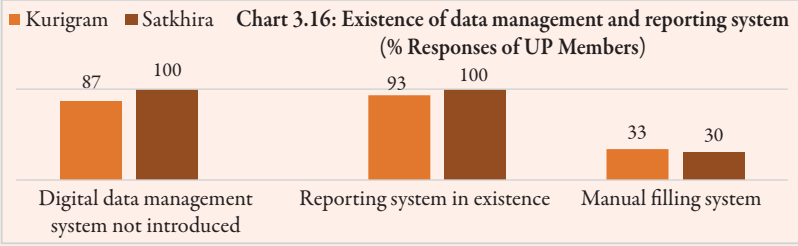


Chart 3.16: Existence of data management and reporting system (% Responses of UP Members)

Table 3.2: Data Management System at UP Level

Data management availability	District	Kurigram								Satkhira							
	Upazila	Sadar		Rajarhat		Ulipur		Chilmari		Assasuni		Kaligonj		Debhata		Shyamnagar	
	Officials	PIO	SWO	PIO	WAO	SWO	WAO	SWO	WAO	SWO	WAO	PIO	SWO	SWO	WAO	PIO	SWO
Yes		x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Hand written							x	x		x	x	x	x	x	x	x	x
Computer Typed		x	x					x	x	x	x	x			x	x	x

GRIEVANCE HANDLING AND CONFLICT RESOLUTION

Types of Grievances Received and Prioritized for Settlement

Grievance handling and conflict resolution related to the implementation of social safety net programmes is one of the roles that UPs perform. UPs regularly resolve conflicts in areas of beneficiary selection, programme implementation, and internal conflicts. A substantial number of respondents revealed that general mis-targeting is a major grievance which citizens have. Another grievance issue which is equally frequent is the political influence led selection. Under the programme, implementation related grievances, a significant number of UPs (members) pointed out that conflict in community interests is a major grievance issue. Internal conflicts within the UPs are a major grievance issue of conflict amongst UP members due to allocation of benefits and schemes. Conflict between members and Chairman is also cited as another cause. A few respondents also highlighted the cause of people's grievance due to the authoritarian role of the UP Chairman or UP member (Chart 3.17).

Similarly, a large number (around 70 percent) of Chairmen in both districts identified that arbitrary selection is an issue of grievance for UPs. A number of Chairmen and Secretaries also mentioned that general mis-targeting and political influence on selection leads to issues of grievance handled by UPs. In the category of programme implementation, in Kurigram, a good number of Chairmen and Secretaries reported that a major grievance issue is conflict in community interest. Low quality of programme benefit is also cited as a cause of people's grievance.

For internal grievance matters, there is a contrast of opinion between Chairmen and Secretaries. A few UP Secretaries pointed out that 'grievance among UP members is commonplace'. In contrast, a very

small number of UP Chairmen said that grievance arises amongst UP members. This was revealed from the findings of 47 percent of UP Secretaries in Kurigram who said that conflict between members and Chairmen is widespread. About 50 percent of UP Secretaries in Satkhira, and 30 percent in Kurigram cited that grievances continue due to the authoritarian behaviour of some of the UP Chairmen or influential UP members (Chart 3.18). Both elected members and government officials act to solve grievances arising out of poor targeting, quality and quantity of programme benefits, and timeliness of reaching the programme beneficiaries (Chart 3.19).

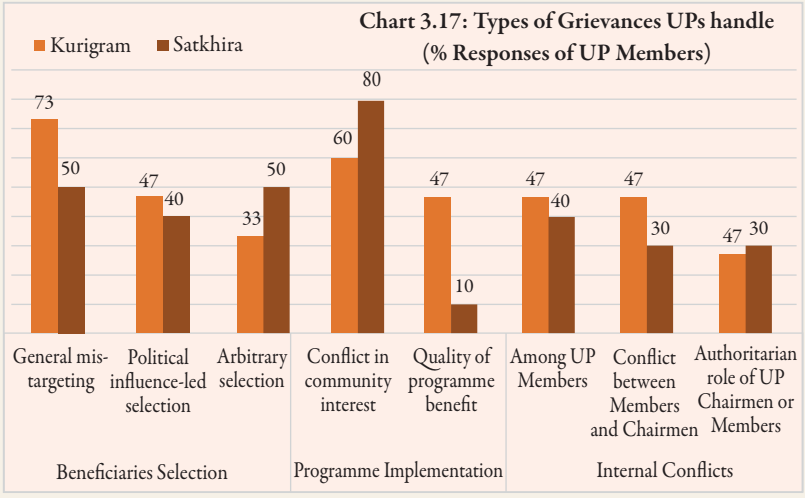


Chart 3.17: Types of Grievances UPs handle (% Responses of UP Members)

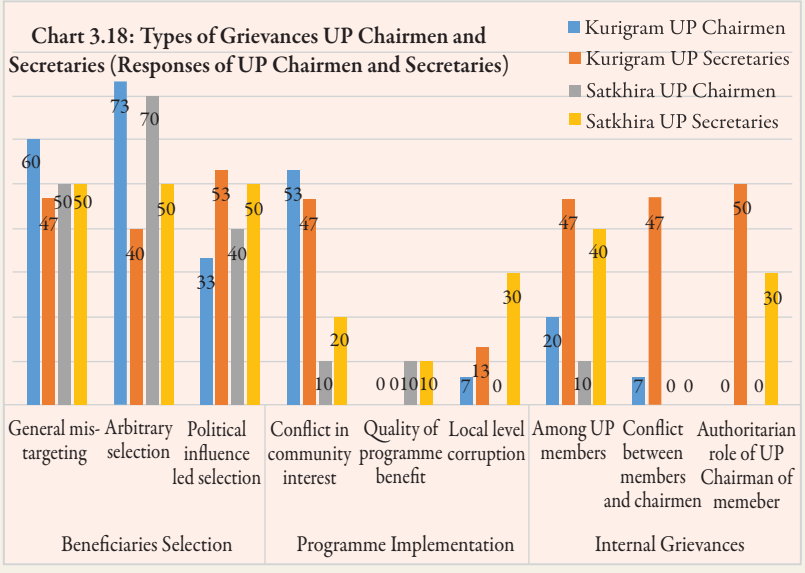
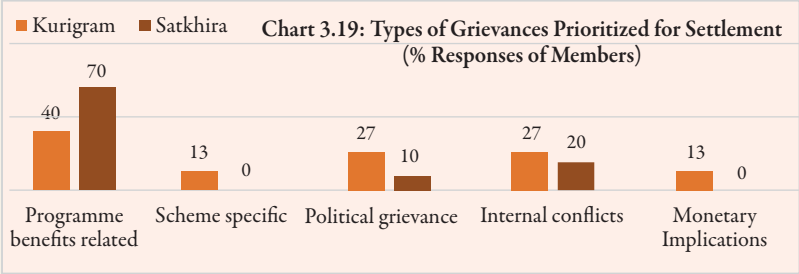


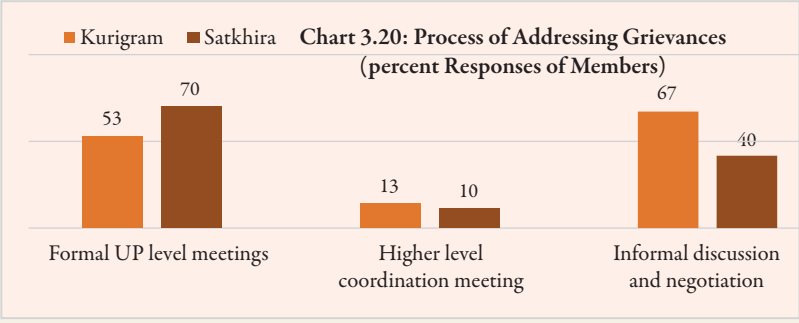
Chart 3.18: Types of Grievances UP Chairmen and Secretaries (Responses of UP Chairmen and Secretaries)



Process of Addressing Grievance

The study found that UPs have not yet established a system and mechanism of formally submitting grievances to address those grievances. True, grievance redress mechanisms still remain weak. Rohwerder and Rao 2015 found such weakness through spot checks on how the Employment Generation Program for the Poorest (EGPP) has been implemented. In view of the weakness of the formal system, there are informal means of addressing the process of grievances based on circumstances at the Union levels. One of the UP members of Bondhober Union in Rowmari Upazila under Kurigram district said, "As public representatives, we always want to include them in social safety net programmes as they are the real poor people of the community and we are committed to help them. Our UPs frequently face grievances as beneficiary selection is related to political affiliation. Those who are really poor and not selected, they usually complain and we have to manage the issue informally."

It is identified from the respondents that three way or processes to address the grievances do exist at the local level. These include formal UP level meetings, higher level coordination meeting, and an informal discussion and negotiation (see Chart 3.20). A substantial number of UP members (around 70 percent) in both districts stated that formal UP level meetings and informal discussion and negotiation are the means to address grievance and resolve conflicts.



In sum, the capacity constraints at the Union Parishads spread across the board, from lacking technical knowledge and know-how of UP rules and regulations, and social safety net programmes to monitoring, supervision and financial management. Uniform understanding of the Union Parishad rules and regulations as well as fundamental principles of social safety net programme modalities is lacking amongst UP representatives. The knowledge on the subjects is drawn from numerous years of experience working with the local government, and the representatives did not have any systematic training neither on the monitoring and supervision nor on financial management. Most times the accounts and book keeping at UPs is done by the Secretary solely without any monitoring from the representatives. Also, members have hardly any clue whether UP receipts and payments are properly recorded.

Whilst the elected representatives—members and Chairmen—have a wide responsibility in reporting of the safety net programmes, their role has been mainly to fill the format provided by the line officials in Upazilas. No electronic data management system is yet in existence in the unions, and the current one-way reporting mechanism is drawn from the manual filing system that is presumably kept in order by the UP Secretaries without due monitoring and supervision of the local government representatives.

The representatives are faced with choices of sincerely prioritizing local needs or bending to local internal and political pressure in selection of programme beneficiaries and in the implementation of programme. Local level irregularities both in selection of programme beneficiaries and programme implementation have been identified as one of the bottlenecks in effective implementation of the safety net programmes. To UP Chairmen and Secretaries, the most prominent bottleneck of safety net programme implementation is localized and internal pressure, whereas the UP members feel that the topmost constraint of successful implementation arises out of political pressure and local level irregularity.

The meagre amount of social safety net programme cash benefits and the often poor quality of in-kind benefits aggrieve the beneficiaries, the burden of which is often disproportionately borne by the local government representatives, leading to further demotivation for them to carry out the defined responsibilities. No doubt, a mismatch between the expected benefits and actual allocation plays a part as constraint faced by the Union Parishads since the target group (expected beneficiaries) is bigger in size than the benefit allocation for social safety net programmes in each of the Union Parishads.

TRAINING NEEDS

The capacity gaps identified in the previous chapter entails the greater need of Capacity Development (CD) interventions for UP representatives and Secretaries. Since UPs are the gateway of delivery for all sorts of Social Safety Net Programmes, it is very important to design and implement a needs based, customized capacity development support programme to improve their competency. By and large, capacity development includes formal and non-formal training, mentoring, coaching, on-the-job training and follow-up support. The capacity development process includes to (a) engage stakeholders on capacity development; (b) assess capacity assets and needs; (c) formulate a capacity development response; (d) implement a capacity development response; and (e) evaluate capacity development (UNDP 2008). This section, in view of the capacity development processes, identifies local level training needs for UP Chairmen, Members and Secretaries, and prioritizes the training needs on technical skills, subject wise knowledge, and awareness and experience.

LOCAL LEVEL TRAINING NEEDS

The UPs are involved in local implementation of a great number of the 140+ ongoing social safety net programmes implemented by 23 Ministries. The National Social Security Strategy (NSSS) of Bangladesh has documented that many programmes are not achieving stipulated outcomes due to wrong targeting and duplication of beneficiaries, lack of coordination among implementing agencies, poor monitoring, supervision and reporting by the implementing agencies. Wrong targeting and duplication of beneficiaries are related to lack of understanding, irregularity, political interference and kinship.

The present capacity development support to the Local Government Institutions (LGIs) including the UPs is limited to the 'one shot' of foundation training organized for the newly elected representatives by the National Institute of Local Government (NILG). The training course basically highlights the general roles and responsibilities of the elected representatives in accordance with the Union Parishad Act 2009 and managing infrastructure development projects. There is no scope for the UP representatives to learn about the social security programmes from this training.

The findings of this TNA are similar to the general situation outlined in the NSSS. Although each of the social safety net programmes has

written guidelines and UPs claim to follow them properly, the findings of this TNA show a different picture. It came out that a large number UPs have serious deficiencies in understanding the concept of pro-poor development, why right targeting of beneficiaries is a precondition to ensure successful implementation of the programmes and community engagement in the entire process to establish accountability and transparency in the business. These UPs lack motivation in differentiating between extreme poor and moderately poor and understanding why women-headed, assetless families require more attention than other poor families. A handful of UPs were found interested in applying the project rules and regulations, but are restrained by political pressure.

By and large, the reporting system is not good in the UPs. Since the UP representatives are elected for a five-year term with the great majority of them not being returned in the next election, they do not truly care about maintaining official records and reporting to the authority complying with the set guidelines.

Therefore, record keeping and all sorts of reporting of UPs rests upon the lone Secretary. It is evident from FGDs and KIIs that capacity gaps in the area of reporting include information error, missing information and lack of skill to write the report according to requirement. Moreover, there is no software based data management system in the UPs; therefore, things are done manually. The volume and intensity of report is also a burden for the UPs to manage by the Secretary on his own.

In order to ascertain capacity gaps, the study was carried out to determine the perception of the UP representatives and Secretaries on various areas of SSNP implementation. The respondents were divided into two groups; UP Members in one group and the UP Chairmen and Secretaries in another group. Although the UPs are supposed to take all decisions in the council meeting (UP Act 2009 - section 42.7), in reality the UP Chairmen and Secretaries take all decisions and share the decisions with the members at their own will and convenience. It is perceived by the UP Chair and Secretary that the level of understanding of members is low; therefore they will not be able to contribute to the decision making. Since the UP Chair and Secretary take all important decisions, they were placed in the same group. Perceptions of the respondents were assessed in three areas: Technical Skills, Subject wise Knowledge and Awareness, and Experience.

CAPACITY AND KNOWLEDGE IMPROVEMENT REQUIRED BY THE UP MEMBERS

Technical Skills of UP Members

The important principle of capacity development is the ability of the recipient to identify weak areas through honest self-assessment, which is based on conception, understanding, priority needs and eagerness to learn. The TNA identified huge variation in understanding and priority between Satkhira and Kurigram districts. The Satkhira respondents prioritized: Monitoring and Supervision, Reporting and Data Management, Accounts and Financial Management, and Leadership and Programme Management training courses as their training needs; while this is different for Kurigram. Their priority is Computer and Internet Literacy, followed by Leadership and Programme Management, and Monitoring and Supervision (see Chart 4.1).

In Satkhira, the majority of respondents (90 percent) identified 'Monitoring and Supervision' training as their priority area, while 'Computer and Internet Literacy' training is the priority for Kurigram participants (33 percent).

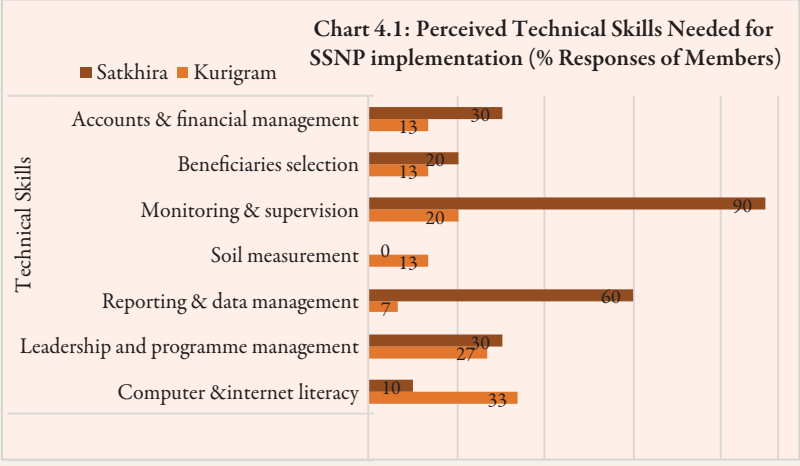


Chart 4.1: Perceived Technical Skills Needed for SSNP implementation (% Responses of Members)

The second priority (60 percent) of Satkhira is training on 'Reporting and Data Management', while this is 'Leadership and Programme Management' for Kurigram (27 percent). Only 7 percent respondents of Kurigram asked for 'Reporting and Data Management' training' and 30 percent of Satkhira respondents wanted 'Leadership and Programme Management' training for their capacity development.

'Accounts and Financial Management' training was identified by 30 percent of Satkhira respondents, while this is only 13 percent for Kurigram.

It appeared from both the districts that 'Beneficiary Selection' was not a priority for the respondents. Only 20 percent and 13 percent respondents from Satkhira and Kurigram respectively, wanted this training. Apart from the training needs depicted above, only 13 percent of the respondents of Kurigram wanted 'Earth Measurement' training in order to ensure quality maintenance of public assets, while Satkhira respondents did not mention this training.

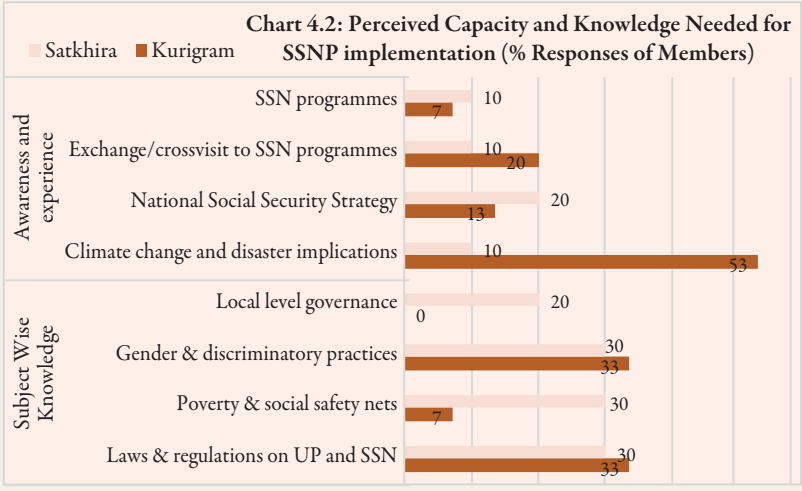


Chart 4.2: Perceived Capacity and Knowledge Needed for SSNP implementation (% Responses of Members)

Subject Wise Knowledge & Awareness and Experience for UP members

While assessing Awareness and Experiences, great variations were identified. The highest number of respondents (53 percent) of Kurigram wanted 'Climate Change and Disaster Implications' as their priority training need, while this number is very small (10 percent) for Satkhira. Since Satkhira inhabitants have experienced the cyclones Sidr and Aila and have been suffering from saline intrusion, they already know that these miseries are related to climate change. The subject is comparatively new to the Kurigram respondents. The highest number of Satkhira respondents (20 percent) wanted to gain exposure to the National Social Security Strategy. By and large, respondents from both the districts were not enthusiastic to get training on social safety net programmes, rather they wanted exchange/cross visits to such programmes (see Chart 4.2).

In the area of subject wise knowledge, about one-third of the respondents (Kurigram-33 percent and Satkhira 30 percent) prioritized 'Gender and Discriminatory Practices' training as their need. Another one-third of the respondents (Kurigram - 33 percent and Satkhira 30 percent) wanted training on Laws and Regulations on UP and SSN. Other training mentioned is Poverty and Social Safety Nets and Local Level Governance.

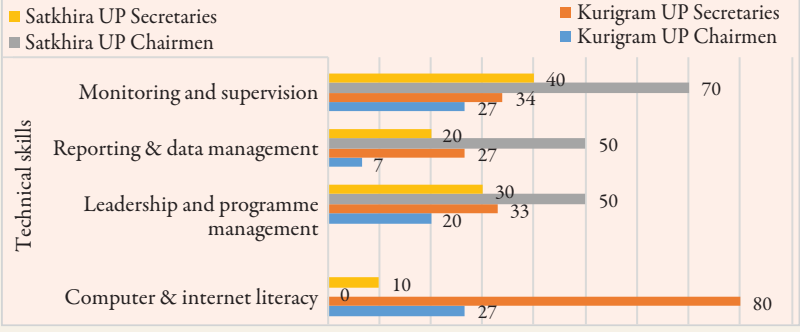
PERCEIVED CAPACITY AND KNOWLEDGE NEEDED FOR UP CHAIRMAN AND SECRETARY

Technical Skills for UP Chairman and Secretary

Although this sub-section presents perception analysis of both UP Chairs and Secretaries, they were interviewed separately. Their needs are presented side by side to easily understand commonalities and gaps in perception of UP Chair and Secretaries on development of Technical Skills, and also to present a comparison between Satkhira and Kurigram districts. This gives an interesting overview. While the UP Chair and Secretaries work very closely, their perception may not necessarily be similar, which may vary on the basis of personal interest and positioning.

In Satkhira about 70 percent of the UP Chairs identified 'Monitoring and Supervision' training as their top priority, which is also supported by 40 percent of the Secretaries. While 50 percent of the UP Chairs identified 'Reporting and Data Management' and 'Leadership and Programme Management' as their second priority, this is 20 percent (3rd) and 30 percent (2nd) respectively for the Secretaries (Chart 4.3).

Chart 4.3: Perceived Capacity and Knowledge Needed for SSNP Implementation (% Responses of Chairmen and Secretaries)



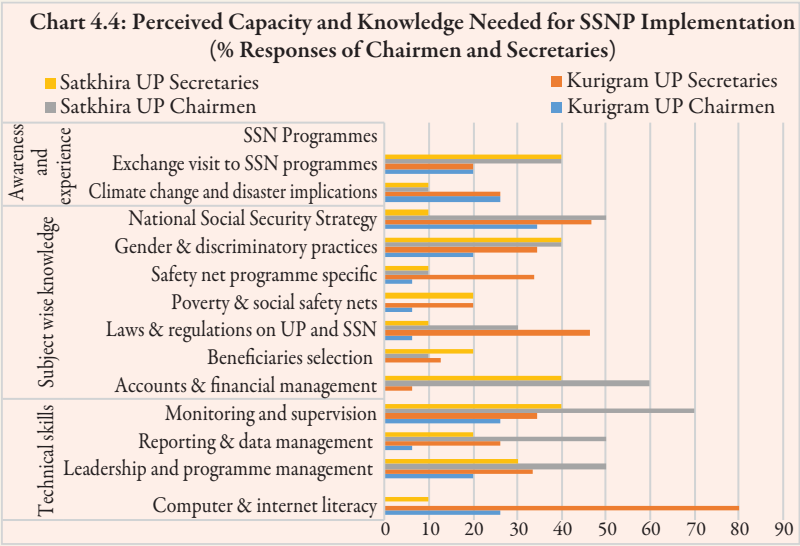
In Kurigram, the variation is even wider between the UP Chairmen and Secretaries. The UP Chairmen (27 percent) identified 'Monitoring and Supervision' and 'Computer and Internet Literacy' training as their top priority, while 80 percent of the respondent, the Secretaries identified 'Computer and Internet Literacy' training as their first priority. 'Monitoring and Supervision' training is identified as their second priority (34 percent). The 'Leadership and Programme Management' training has been identified by 33 percent of the Secretaries, while only 20 percent of Chairs wanted this training. Since the UP Secretaries are actively involved in reporting, 27 percent of them requested for 'Reporting & Data Management' training course, while only 7 percent UP Chairs asked for this course.

Comparison between Satkhira and Kurigram presents an interesting picture. The perception of Chairs between the districts varies sharply. While the Chairmen of Kurigram (80 percent) identified 'Computer and Internet Literacy' training as their priority, Satkhira Chairmen (70 percent) ranked 'Monitoring and Supervision' as their priority. None of the Satkhira Chairmen felt the need to be trained in computer literacy. 40 percent and 34 percent respectively of the UP Secretaries from Satkhira and Kurigram identified 'Monitoring and Supervision' as priority training need.

Subject Wise Knowledge & Awareness and Experience for UP Chairmen and Secretaries

While assessing Awareness and Experience, it appears that the highest number (40 percent) of the UP Chairs and Secretaries of Satkhira wanted to participate in the 'Exchange visit to social safety net programmes' for learning, while this is only 20 percent in Kurigram. On the other hand, 27 percent of UP Chairs and Secretaries of Kurigram wanted to be trained on 'Climate Change and Disaster Implications', which is only 10 percent in Satkhira (Chart 4.4).

As regards to subject wise knowledge , the requirement from the highest number of UP Chairs of Satkhira (60 percent) ranked 'Accounts and Financial' training as a priority, whilst a highest number of Chairs of Kurigram (50 percent) identified training on 'National Social Security Strategy' as their priority. The Secretaries of Kurigram also wanted this course on a priority basis. On the other hand, the Secretaries of Satkhira and Kurigram identified 'Gender and Discriminatory Practices' (40 percent) and 'Laws and Regulations on UP and SSN' (47 percent) training courses respectively as a priority.



The findings reported in this section are derived out of FGD with UP members and KII with Chairmen and Secretaries. Moreover, an open question, "what kind of support is required to improve your capacity and knowledge in implementing and managing Social Safety Net Programmes" was asked to the respondents. It was observed that there is a sharp variation in needs identified by the Members and UP Chairs. Similarly, variations were identified between the UP Chairs and Secretaries. These variations are also evident between two districts. Despite variations among participants' category and districts, training on 'Monitoring and Supervision as well as Reporting' was commonly identified as a priority.

Apart from common required needs, UP members also emphasized training courses like: Leadership Development and Programme Management, Laws and regulations on UP and Social Safety Nets, Women Empowerment. On the other hand, apart from the common training and capacity development need UP Chairmen and Secretaries emphasized Reporting and Data Management, Computer & Internet Literacy, Concept of Electronic Payment System, Accounts and Financial Management.

Upazila Officials recommendation for UPs Capacity Building Training Needs: Upazila officials are the key persons to implement the NSSS programme at the local level with UPs. Based on the experience from Upazila officials, they have recommended different trainings for Chairman, Member and Secretary.

Training Needs for UP Chairman: Many officials recommended training on poverty and social safety nets, beneficiary selection criteria, laws & regulations on UP and social safety nets, monitoring & supervision. It also appeared from the officials' recommendation that there is a lack of motivation and a mindset problem for UP representatives and Secretaries. To overcome the mindset problem, training will be required on issues related to motivation and behavioural change towards the poor. Second level priority issues are social safety net project management, disability, MIS and reporting, as well as gender.

Training Needs for UP Members: Highest priority areas of training subjects are beneficiary selection criteria through life cycle approach, motivation and behavioural change towards poor people. As a cross-cutting issue, gender and disability were also recommended by officials.

Training Needs for UP Secretary: The priority areas identified by officials are Reporting, MIS, data management, knowledge on poverty & social safety nets. Laws & regulations on UP and social safety nets/ NSSS are also priority training needs. Very few officials recommended training in financial management.

Recently, the SWAPNO project conducted a UP capacity assessment survey in Kurigram and Satkhira districts, with a baseline report assessing capacities under 8 indicators. The study included a question on "what types of training UPs received". UPs expressed 10 types of training they have received but none mentioned social security/social safety net. It means UPs have not received any training related to social safety net programmes and poverty. (Baseline report on UP Capacity Assessment of SWAPNO Project)

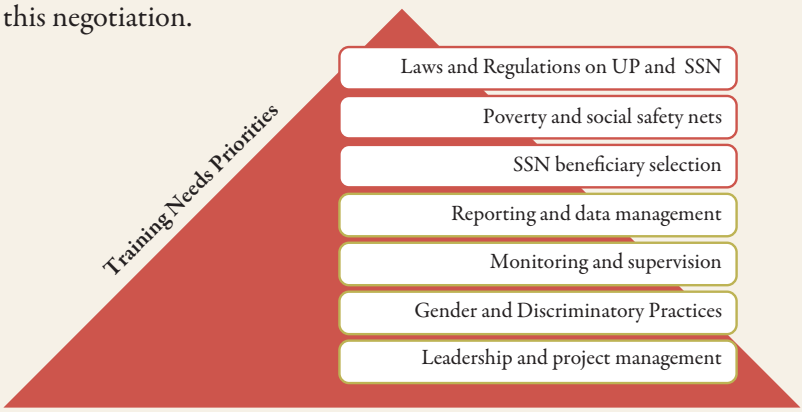
TRAINING NEEDS PRIORITIES

Based on the following options regarding subject matter of capacity building training, respondents prioritized training on a scale of 1-5 with 1 as the topmost requirement. The options were NSSS, gender, disability, poverty, social exclusion, children aspects, urban poverty, life-cycle approach for appropriate targeting, monitoring and follow-up, data management, reporting, and account keeping.

In both districts, it was found that the first priority is Laws and Regulations on UP and safety net programmes, followed by (in order of priority) Poverty and social safety nets, Beneficiary Selection through the life cycle approach of the NSSS, Reporting and Data Management, Monitoring and Supervision, Gender and Discriminatory Practices, and Leadership and Project Management.

The TNA findings have great similarities with the capacity gaps identified in the NSSS of Bangladesh. A lot of investment is required to enhance capacities of UP representatives and UP Secretaries, along with Upazila Officials of respective departments. Since the UNOs have an overall coordination role in managing the affairs at the Upazila, they should also be brought under capacity development initiatives.

Simultaneously, the project should closely work with the Local Government Division (LGD) to include a chapter on "Managing Social Safety Net Programmes" in the UP Manual and in the foundation training course organized by the National Institute of Local Government (NILG). Since a new group of elected representatives has now taken charge of the UPs, this is the appropriate time to go for this negotiation.



What Next? Where to begin?

The TNA has re-iterated the capacity gaps of the UP representatives and the UP Secretaries in overall management of UP functions, particularly, dealing with social safety nets/transfer projects. 'Capacity can be defined as the ability of individuals and organizations or organizational units to perform functions effectively, efficiently and sustainably' (UNDP, 2008). The UP as an organization is carrying a legacy of 'brain drain' since a new group of representatives take office through voting every five years (only 5-8 percent are re-elected). Institutional memory, best practices and valuable documentation are lost with this change. The UP Secretaries, the only paid staff, either remain in the UP or take a transfer to a new UP.

Another legacy associated with UP capacity development is poor resource allocation of the Local Government Division (LGD) to this

area. Apart from the 'Foundation Course' for UP Secretary and 'Basic Orientation Course' conducted by National Institute of Local Government for the newly elected representatives, some development projects and NGOs run training programmes as project activity. The Deputy Director Local Government (DDLG) could have been a mentor of the local government representatives and provide on the job support, but due to resource constraint and his involvement in the district administration, this opportunity is missed.

Within the given scenario, the SSPS training strategy should aim to build a solid partnership with NILG and its Horizontal Learning Programme (HLP) to use these platforms to develop and implement comprehensive training interventions. Since, efficacy of the social security strategy will largely depend on implementation of programmes dedicated to different target groups, social security programmes may well be part of the basic orientation course. Formal training should be complemented by on-the-job training, learning by doing, peer learning and visits to learn from best practices. Only formal training is not enough to develop skills and positive motivation of the UP representatives to support hard-to-reach, marginalized and ultra- poor groups.

SSPS should strategize the training intervention to develop five functional capacities[1] of the UP and Upazila line departments involved in implementing social safety net programmes, since this approach has already been effective in Kurigram and Satkhira districts where the SSPS companion project SWAPNO (Strengthening Women's Ability for Productive New Opportunities) is implemented. SWAPNO has been able to achieve 96 percent right targeting of beneficiaries, as well as participatory management of the project. This has been made possible through enhanced capacity of the UPs to embrace community participation, to disseminate messages, collect, analyse and verify information at various levels, and through complete openness in project management.

1. **Capacity to engage stakeholders:**
   This includes the right approach to stakeholders, motivating them to become part of the intervention; developing and managing partnerships; bringing in civil society and if appropriate the private sector; initiating open dialogue to minimize petty interests; and establishing a collaborative working mechanism.
2. **Capacity to assess a situation and define a vision and mandate**
   This includes information collection and dissemination at

appropriate levels, analysing and screening data to use in planning and for validation purposes, and setting priorities.

3. **Capacity to formulate policies and strategies**
   This includes capacities to identify, understand, influence and monitor fiscal and administrative decentralization policies.

4. **Capacity to budget, manage and implement**
   This includes capacities to prepare a realistic budget including participatory planning and budgeting, and capacities to manage/ensure better service delivery.

5. **Capacity to evaluate**
   This includes capacities to evaluate results and collect feedback; prioritize lessons and promote a learning process; and ensure sharing with all stakeholders.

Considering TNA findings and the five areas of capacity improvement discussed above, SSPS should will take the following steps to implement a comprehensive training approach:

- **Develop partnership with NILG and LGD:**
  Since NILG is responsible for the foundation course for the newly elected UP representatives, SSPS will closely work with this Local Government training institution. The basic orientation course which is organized at the Upazila level, dedicates three days for Chairmen and Women members each. During these three days, only one hour is allocated to discuss social safety nets. SSPS should aim at dedicating at least a day in the basic orientation course to social security programmes.

  NILG also provides a month-long foundation training to the newly recruited UP-Secretaries. Since they provide technical support to the UP and ensure compliance of all government rules and regulations, SSPS will lobby to allocate a day on social security programmes in the foundation course.

  SSPS will develop training curriculum incorporating correct targeting of project beneficiaries, involvement of the community and other stakeholders throughout project implementation, maintaining a data base of beneficiaries to avoid duplication and transparent record and accounts keeping. The curriculum will be shared with NILG and the Local Government Division for review and incorporation in the basic orientation course.

In order to attain sustainability of the process, the Cabinet Division will write to the Secretary LGD to request UP wing to allocate additional a day training on social security programmes and request the DG-NILG to conduct the training.

- **Training of Trainers (TOT) of NILG – Dhaka level and 490 trainers from the Upazila Resource Teams:**
  In order to ensure quality and sustainability of training at Upazilas and Unions, the project will train NILG-HO and one of the best trainers of the Upazila Resource Team (URT) already identified by NILG in all Upazilas. SSPS will provide a day long TOT and develop them as master trainers. Since the social security strategy is adopted by the government, there may be changes in the rules and regulations of programmes from time to time. NILG is the best positioned government training organization to disseminate messages across the country seamlessly and provide on-the-job training through the Upazila Resource Teams (URTs).

- **Training Delivery in the pilot districts:**
  SSPS will provide prioritized training courses identified in the TNA in two pilot districts. This will be carried out in collaboration with URTs in Upazilas concerned. The pilot districts will be developed as a method demonstration ground, where other UP representatives will come for learning visits by using the HLP platform. Based on the availability of fund SSPS will either include all the UPs of a district or select two Upazilas to train all the UPs.

- **Partnership with other LGD Projects:**
  SSPS may try to build partnership with LGD projects, particularly with the upcoming 'Upazila Governance and Development Project (UGDP)' to use their training avenues to further technical skills of the UP representatives and the Upazila level officials involved in social security programmes.

- **Quality Assurance of Training:**
  In order to achieve best results out of this partnership and joint implementation, the SSPS Training Team will provide quality assurance support to NILG and the URT. Moreover, in the pilot UPs, the team will ensure quality through training observation, quick assessment on retention of knowledge and its use in workplace and remote assessment through telephonic interview.

ANNEXES

ANNEX: 1 FGD GUIDELINES FOR LOCAL GOVERNMENT (UP)

The following lead questions for FGDs were asked, for initiating the discussion and finding out the gaps and training needs. (Note: as UPs are unfamiliar with the new terminology "social security", questions will refer to "social safety nets", which they are familiar with.)

Introduction (Awareness of concepts, rules, policies, procedure)

1. Which social safety net programmes are implemented in your UP?
2. What types of responsibility do you have to perform in implementing the social safety net programmes? (Beneficiary selection, implementation roles, reporting, project follow-up, monitoring)

Targeting and Benefit Delivery

3. How do you select the beneficiaries of the social safety net programmes? (rule/policy, selection criteria)
4. What are the process/ guide/rule you maintain for program/benefit delivery? What are the problems/bottlenecks for implementing/ delivery the social safety net programmes?

Monitoring, Supervision, Financial Management and Reporting

5. How do you monitor and supervise social safety net programmes? State any training received /orientation on social safety net programmes of govt. and their monitoring & supervision?
6. How do you maintain accounts and book keeping for social safety-net programmes? Does UP record all receipts and payments related to social safety net payments?
7. Is there any data management and reporting system of social safety net programmes in the UP? How do you report on social safety-net programmes?
8. Does the UP put the beneficiary lists on any notice board?

Grievance handling

9. What types of grievances are you handling (e.g. beneficiary selection, delivery, internal, external)?
10. How do you decide which grievances to address and how do you address?
    - Can you describe a specific example of a grievance and how you handled it?

Training Needs

11. How do you think you can improve the capacity and the knowledge which is required in running/managing social safety-net programmes? (technical skills, knowledge, awareness, experience)
12. Do you think that you need to acquire the knowledge and skill on following issues/subject to improve capacity to run/manage social safety net programmes?
    - NSSS, gender, disability, poverty, social exclusion, children aspects, urban poverty, life cycle approach for appropriate targeting, Monitoring and follow-up, Data management, reporting, accounts keeping.

ANNEX 2: KEY INFORMANT INTERVIEW CHECKLIST FOR UP CHAIRMAN AND SECRETARY

Introduction (Awareness of concepts, rules, policies, procedure)

1. Which social safety net programmes are implemented in your UP?
2. How do you select the beneficiaries for the social safety net programmes? (this question tests the knowledge of respondents—most safety net beneficiaries are supposed to be identified in the Ward Shava by law.)
3. Assess your knowledge about the legal provisions on beneficiary selection and subsequent implementation of social safety net programmes:
4. What types of responsibility do you have to perform in implementing the social safety net programmes? (Verification of Beneficiary selection, implementation roles, reporting, project follow-up, monitoring, etc.

Targeting and Benefit Delivery

5. How do you select the beneficiaries of the social safety net programmes? (rule/policy, selection criteria)
6. What are the process/ guide/rule you maintain for program/benefit delivery?

- What are the problems/bottlenecks for implementing/delivery the social safety net programmes?

Monitoring, Supervision, Financial Management and Reporting

7. How do you monitor and supervise social safety net programmes?
8. Did you receive any training /orientation on social safety net programmes of govt. and their monitoring & supervision?
9. How do you maintain accounts and book keeping for social safety-net programmes?
10. Is there any data management and reporting system of social safety net programmes in the UP? How do you report on social safety-net programmes?

Grievance handling

11. What types of grievances are you handling (e.g. beneficiary selection, delivery, internal, external)?
12. How do you decide which grievances to address and how do you address?

    -Can you describe a specific example of a grievance and how you handled it?

Training Needs

13. How do you think you can improve the capacity and the knowledge which is required in running/managing social safety-net programmes? (technical skills, knowledge, awareness, experience)
14. UP elected representatives – Please identify the areas (related to social safety net programme) where the UP Secretaries need immediate capacity building training (put your answer in order of preference)- pose this question to UP elected representatives Examples include: NSSS, gender, disability, poverty, social exclusion, children aspects, urban poverty, life cycle approach for appropriate targeting, Monitoring and follow-up, Data management, reporting, accounts keeping.
15. UP Secretaries – Please identify the areas (related to social safety net programme) where the UP elected representatives need immediate capacity building training (put your answer in order of preference) – pose this question to UP Secretaries Examples include: NSSS, gender, disability, poverty, social exclusion, children aspects, urban poverty, life cycle approach for appropriate targeting, Monitoring and follow-up, Data management, reporting, accounts keeping.

ANNEX 3: INDIVIDUAL INTERVIEW QUESTIONNAIRE FOR UPAZILA GOVT. OFFICIALS WITH FOCUS ON

Reporting System of Social Safety Net Programmes

1. What are the Social Safety Net Programmes in operation in this area under your office (list of SSNPs)?
2. What are your major roles in the monitoring and reporting of the Social Safety Net Programmes?
3. Most of the programmes are implemented by UPs. How do you receive MIS reports from UPs about Social Safety Net Programmes?
   a. Issue/subject matter of reporting
   b. Frequency of reporting (monthly, quarterly)
   c. Any format for reporting?
   d. Do you observe any gaps in reporting?
   e. Do you give feedback on their reports? If yes – what?
4. Is there any reporting data management system at UP level or Upazila level? If yes, how are the data on Social Safety Net Programmes managed?
5. What do you do with the reports you receive from the UPs (compilation, send to district level, etc.)?
6. Do you receive any complaints about the social safety net system?
   Are there any mechanisms in place at the UP for grievance redress?
   Is it effective?
   As an official what role do you play in dealing with complaints by social safety net beneficiaries?
7. What is your suggestion to improve the existing reporting system?
8. Please identify the areas (related to social safety net programme) where the UP elected representatives and Secretaries need immediate capacity building training (put your answer in order of preference)
   Areas of training need for elected Representatives:
   Areas of training need for UP Secretary

ANNEX: 4 PROGRAMME WISE RESPONSIBILITY IN MAJOR AREAS

Social Security Programme	Responsible Person/ organization	Responsibilities								
		Targeting	benefit delivery	Maintain Approval Process	Monitoring, supervision	Financial management	Reporting	Grievance handling	Coordination	Other
VGD	UP-C/S/M	x	x		x	x	x	x	x	
	WAO		x	x	x	x	x	x	x	
	SWO									
	PIO									
Maternity Allowance	UP-C/S/M	x	x		x	x	x	x	x	
	WAO		x	x	x	x	x	x	x	
	SWO									
	PIO									
SWAPNO package	UP-C/S/M								x	
	WAO	x	x	x	x	x	x	x	x	
	SWO								x	
	PIO									
Micro Credit	UP-C/S/M								x	
	WAO	x	x	x	x	x	x	x	x	
	SWO								x	
	PIO									
Old Age Allowance	UP-C/S/M	x	x			x	x	x	x	
	SWO		x	x	x	x	x	x	x	
	WAO								x	
	PIO									
Widow Allowance	UP-C/S/M	x	x			x	x	x	x	
	SWO		x	x	x	x	x	x	x	
	WAO								x	
	PIO									
Stipend for disable Student	UP-C/S/M								x	
	SWO	x	x	x	x	x	x	x	x	
	WAO									
	PIO									
Disability allowance	UP-C/S/M	x	x			x	x	x	x	
	SWO		x	x	x	x	x	x	x	
	WAO									
	PIO									

Social Security Programme	Responsible Person/ organization	Responsibilities								
		Targeting	benefit delivery	Maintain Approval Process	Monitoring, supervision	Financial management	Reporting	Grievance handling	Coordination	Other
Honorarium for Freedom Fighters	UP-C/S/M	x					x		x	
	SWO	x	x			x	x		x	
	WAO									
	PIO									
Vulnerable Group Feeding (VGF)	UP-C/S/M	x	x		x	x	x		x	
	PIO		x	x	x	x	x	x	x	
	SWO									
	WAO								x	
Test Relief (TR) Food	UP-C/S/M	x	x		x	x	x		x	
	PIO		x	x	x	x	x	x	x	
	SWO								x	
	WAO								x	
EGPP- 40/100 days work	UP-C/S/M	x	x		x	x	x		x	
	PIO		x	x	x	x	x	x	x	
	SWO									
	WAO								x	
Food For Work (FFW)	UP-C/S/M	x	x		x	x	x		x	
	PIO		x	x	x	x	x	x	x	
	SWO									
	WAO								x	
Work For Money (WFM)	UP-C/S/M	x	x		x	x	x		x	
	PIO		x	x	x	x	x	x	x	
	SWO									
	WAO								x	
Gratuitous Relief (GR)-Food	UP-C/S/M	x	x		x	x	x		x	
	PIO		x	x	x	x	x	x	x	
	SWO									
	WAO								x	
Relief programme (in emergency)	UP-C/S/M	x	x		x	x	x		x	
	PIO		x	x	x	x	x	x	x	
	SWO								x	
	WAO								x	
Flood Shelter (Asrayon project)	UP-C/S/M									
	PIO	x	x		x	x	x		x	
	SWO									
	WAO									

Social Security Programme	Responsible Person/ organization	Responsibilities								
		Targeting	benefit delivery	Maintain Approval Process	Monitoring, supervision	Financial management	Reporting	Grievance handling	Coordination	Other
SWAPNO	UP-C/S/M	x	x		x	x	x	x	x	
	PIO									
	SWO									
	WAO									
LGSP2	UP-C/S/M	x	x		x	x	x	x	x	
	PIO									
	SWO									
	WAO									
RERMP	UP-C/S/M	x	x		x	x	x	x	x	
	PIO									
	SWO									
	WAO									
ER/ER+	UP-C/S/M	x	x		x	x	x	x	x	
	PIO									
	SWO									
	WAO									
ADP	UP-C/S/M	x	x		x	x	x	x	x	
	PIO									
	SWO									
	WAO									

Note: UP-C/S/M-Union Parishad Chairman/Secretary/Member
PIO-Project Implementation Officer
SWO- Social Welfare Officer
WAO-Women Affairs Officer

ANNEX 5: ORGANIZATION WISE RESPONSIBILITIES IN MAJOR AREAS

Implementation Responsibility	Areas of Responsibilities	Social Security Programmes																	
		VGD	Old Age Allowance	Widow Allowance	Food for work/ WFM	TR-Food	EGPP (40/100 days work)	Maternity Allowance	Stipend for disable Student	Stipend for disable Student	Disable allowance	LGSP-2	Freedom Fighters Honour	RERMP	VGF	Micro Credit to women	SWAPNO package	Relief activity/GR	Flood Shelter
UP-C/S/M	Targeting	x	x	x	x	x	x	x	x		x	x		x	x			x	
	benefit delivery	x			x	x						x		x	x			x	
	Approval Process																		
	Monitoring, supervision	x			x	x	x					x		x	x				
	Financial management	x			x	x	x					x		x	x				
	Reporting	x	x	x	x	x	x	x	x		x	x		x	x				
	Grievance handling	x	x	x	x	x	x	x	x	x	x	x		x	x				
	Coordination	x	x	x	x	x	x	x	x	x	x	x	x	x	x			x	x
PIO	Targeting																		x
	benefit delivery																		x
	Approval Process					x	x								x			x	x
	Monitoring, supervision					x	x								x			x	x
	Financial management					x	x								x			x	x
	Reporting			x	x	x	x								x			x	x
	Grievance handling						x								x			x	x
	Coordination			x	x	x	x								x			x	x

Implementation Responsibility	Areas of Responsibilities	Social Security Programmes																	
		VGD	Old Age Allowance	Widow Allowance	Food for work/WFM	TRFood	EGPP (40/100 days work)	Maternity Allowance	Stipend for disable Student	Stipend for disable Student	Disable allowance	LGSP-2	Freedom Fighters Honour	RERMP	VGF	Micro Credit to women	SAPNO package	Relief activity/GR	Flood Shelter
SWO	Targeting												x	x					
	Benefit delivery		x	x					x	x	x		x	x					
	Approval Process		x	x					x	x	x		x	x					
	Monitoring, supervision		x	x					x	x	x		x	x					
	Financial management		x	x					x	x	x		x	x					
	Reporting		x	x					x	x	x		x	x					
	Grievance handling		x	x						x	x		x	x					
	Coordination		x	x					x	x	x	x	x	x					
WAO	Targeting																		
	Benefit delivery							x								x	x		
	Approval Process	x						x								x	x		
	Monitoring, supervision	x						x								x	x		
	Financial management	x						x								x	x		
	Reporting	x						x								x	x		
	Grievance handling	x						x								x	x		
	Coordination	x						x								x	x		

Note: **UP-C/S/M**-Union Parishad Chairman/Secretary/Member, **PIO**-Project Implementation Officer, **SWO**- Social Welfare Officer, **WAO**-Women Affairs Officer

ANNEX 6: ROLES AND RESPONSIBILITIES AT LOCAL LEVEL

UP members' responsibilities:
Preparation of the list of beneficiaries
Help in an announcement, hanging of the poster for date of final selection
Organize ward level meetings (if required)
Participate in project committee meetings
Supervise and monitoring the programme
Distribution of goods, food and packages
Implement the SSN program according to govt. rules, policy and guideline of Chairman and Secretary
Provide information to the Secretary for preparing the report
Scheme wise follow-up with committee members
Work with standing committee for SSN programme implementation
Discuss with the beneficiaries about regularly getting their allowances
Perform the duty as committee member

Chairman's responsibilities:
Preparation of a beneficiary list
Conduct the meeting at UPs level to select the beneficiaries according to primary list
Provide support to organize ward level meeting (if required)
Committee (PIC) formation for different SSN programme
Supervise and monitoring the programme through the field visit
Support to budget preparation for social safety net programme
Ensure proper selection of beneficiaries as per guideline
Coordination with govt. officials, particularly UNO

Secretary's responsibilities:
Compile beneficiary list and check the criteria
Preparation of Scheme and present it for finalization
Prepare a report and send to Upazila
Coordination with Upazila level officials
Arrange and support to organize the meeting (PIC, ward level, and UPs level)
Budget preparation and segregation as per scheme
Maintain accounts and book keeping
Monitoring and follow-up
Maintain the files and record
Field work schedule and list of SSN work

ANNEX 7: LIST OF FGD AND KII PARTICIPANTS

Focus Group Discussion Participants List in Kurigram District

FGD 1:

Chinai Union Parishad Representatives
Venue: **UP Hall Room, Chinai UP, Rajarhat Upazila, Kurigram**
Date: 26/01/2016

SL	Name	Designation	Organization
1	Sheilen Roy	Member, 2 No. Ward	Chinai Union Parishad
2	Limon Bosunia	Member, 8 No. Ward	Chinai Union Parishad
3	Md. Lutfar Rahman	Member, 7 No. Ward	Chinai Union Parishad
4	Md. Habibur Rahman	Member, 3 No. Ward	Chinai Union Parishad
5	Md. Ashraful Haque	Member, 4 No. Ward	Chinai Union Parishad
6	Md. Nasir Uddin	Member, 6 No. Ward	Chinai Union Parishad
7	Shree Gopesh Chandra Roy	Member, 9 No. Ward	Chinai Union Parishad
8	Md. Shafikul Islam Samrat	Member, 5 No. Ward	Chinai Union Parishad
9	Md. Mohir Uddin	Member, 1 No. Ward	Chinai Union Parishad
10	Mst. Afroza Begum	Member, 7,8,9 No. Ward	Chinai Union Parishad
11	Mst. Jahanara Begum	Member, 4,5,6 No. Ward	Chinai Union Parishad
12	Mukti Mohonto	Member, 1,2,3 No. Ward	Chinai Union Parishad

FGD 2:

Nalta Union Parishad Representatives
Vanue: **UP Hall Room, Nalta UP, Kaliganj Upazila, Satkhira** Date: 03/02/2016

SL	Name	Designation	Organization
1	Md. Habibur Rahman	Member, 1 No. Ward	Nalta Union Parishad
2	Md. Afsar Ali	Member, 2 No. Ward	Nalta Union Parishad
3	Md. Ataur Rahman	Member, 3 No. Ward	Nalta Union Parishad
4	Md. Masudul Haque	Member, 4 No. Ward	Nalta Union Parishad
5	Md. Ashraf Uddin Khan	Member, 5 No. Ward	Nalta Union Parishad
6	Md. Abdul Gafur Gazi	Member, 6 No. Ward	Nalta Union Parishad
7	Ahmad Ali	Member, 7 No. Ward	Nalta Union Parishad
8	Md. Monowar Hossain	Member, 8 No. Ward	Nalta Union Parishad
9	Khodeza Khatun	Member, 7,8,9 No. Ward	Nalta Union Parishad
10	Swaraswati Devi	Member, 4,5,6 No. Ward	Nalta Union Parishad
11	Mst. Momtaj Khatun	Member, 1,2,3 No. Ward	Nalta Union Parishad

FGD 3:

Nagarghata Union Parishad Representatives
Vanue: **UP Hall Room, Nagarghata UP, Tala Upazila, Satkhira** Date: 03/02/2016

SL	Name	Designation	Organization
1	Md. Nazrul Islam	Member, 1 No. Ward	Nagarghata Union Parishad
2	Md. Nobi Dewan	Member, 2 No. Ward	Nagarghata Union Parishad
3	Md. Abdul Alim	Member, 3 No. Ward	Nagarghata Union Parishad
4	Md. Saider Rahman	Member, 4 No. Ward	Nagarghata Union Parishad
5	S.M Haider Ali	Member, 5 No. Ward	Nagarghata Union Parishad
6	Md. Jahangir Hossain	Member, 6 No. Ward	Nagarghata Union Parishad
7	Md. Abul Kalam Azad	Member, 7 No. Ward	Nagarghata Union Parishad
8	Laxmi Kanta Sarker	Member, 8 No. Ward	Nagarghata Union Parishad
9	Shib Prasad Mondol	Member, 9 No. Ward	Nagarghata Union Parishad
10	Chapla Rani Biswas	Member, 7,8,9 No. Ward	Nagarghata Union Parishad
11	Nur Nahar Begum	Member, 4,5,6 No. Ward	Nagarghata Union Parishad
12	Shimuli Khatun	Member, 1,2,3 No. Ward	Nagarghata Union Parishad

FGD 4:

Ramjan Nagar Union Parishad Representatives
Vanue: **UP Hall Room, Ramjan Nagar UP, Shyamnagar Upazila, Satkhira**
Date: 04/02/2016

SL	Name	Designation	Organization
1	Md. Sohrab Hossain	Member, 2 No. Ward	Ramjan Nagar Union Parishad
2	Telendranath Awlia	Member, 3 No. Ward	Ramjan Nagar Union Parishad
3	Md. Al Mamun	Member, 4 No. Ward	Ramjan Nagar Union Parishad
4	Md. Abdul Salam	Member, 5 No. Ward	Ramjan Nagar Union Parishad
5	Md. Aslam Faruq	Member, 6 No. Ward	Ramjan Nagar Union Parishad
6	Mistri Mono Ranjan	Member, 7 No. Ward	Ramjan Nagar Union Parishad
7	Md. Abdul Bari	Member, 8 No. Ward	Ramjan Nagar Union Parishad
8	Gazi Sohrab Hossain	Member, 9 No. Ward	Ramjan Nagar Union Parishad
9	Swarno Lata	Member, 7,8,9 No. Ward	Ramjan Nagar Union Parishad
10	Nasima Begum	Member, 4,5,6 No. Ward	Ramjan Nagar Union Parishad
11	Rehana Khatun	Member, 1,2,3 No. Ward	Ramjan Nagar Union Parishad

FGD 5:

Budh Hata Union Parishad Representatives
Vanue: **UP Hall Room, Budh Hata UP, Ashashuni Upazila, Satkhira**
Date: 04/02/2016

SL	Name	Designation	Organization
1	Md. Motiar Rahman	Member	Budh Hata Union Parishad
2	Md. Abdul Hannan	Member, 2 No. Ward	Budh Hata Union Parishad
3	Rafiqul Islam	Member, 3 No. Ward	Budh Hata Union Parishad
4	S M Hadiuzzaman	Member, 4 No. Ward	Budh Hata Union Parishad
5	Md. Rezwan Ali	Member, 5 No. Ward	Budh Hata Union Parishad
6	Md. Fazlul Haque	Member, 6 No. Ward	Budh Hata Union Parishad
7	Md. Liakat Hossain	Member, 7 No. Ward	Budh Hata Union Parishad
8	Md. Abu Sayeed	Member, 8 No. Ward	Budh Hata Union Parishad
9	Mst. Ambia Khatun	Member, 7,8,9 No. Ward	Budh Hata Union Parishad
10	Mst. Sharifa Khatun	Member, 4,5,6 No. Ward	Budh Hata Union Parishad
11	Mst. Khairunnesa	Member, 1,2,3 No. Ward	Budh Hata Union Parishad

FGD 6:

Burigoalini Union Parishad Representatives
Vanue: **UP Hall Room, Burigoalini Union Parishad, Shyamnagar, Satkhira**
Date: 06/02/2016

SL	Name	Designation	Organization
1	Md. Abid Hasan	Member, 1 No. Ward	Burigoalini Union Parishad
2	Sheikh Oliur Rahman	Member, 2 No. Ward	Burigoalini Union Parishad
3	Md. Amir Ali Gazi	Member, 3 No. Ward	Burigoalini Union Parishad
4	Dalim Kumar Gorami	Member, 9 No. Ward	Burigoalini Union Parishad
5	Sudangshu Kumar Mistri	Member, 5 No. Ward	Burigoalini Union Parishad
6	Mrinal Kanti Mondol	Member, 6 No. Ward	Burigoalini Union Parishad
7	Md. Shahidul Islam	Member, 8 No. Ward	Burigoalini Union Parishad
8	Mst. Sajida Khatun	Member, 7,8,9 No. Ward	Burigoalini Union Parishad
9	Sawaraswati Rani Mondol	Member, 4,5,6 No. Ward	Burigoalini Union Parishad
10	Mst. Monowara Khatun	Member, 1,2,3 No. Ward	Burigoalini Union Parishad

FGD 7:

Jalalpur Union Parishad Representatives
Vanue: **UP Hall Room, Jalalpur UP, Tala Upazila, Satkhira**
Date: 07/02/2016

SL	Name	Designation	Organization
1	Habibur Rahman	Member	Jalalpur Union Parishad
2	Sanad Kumar Halder	Member	Jalalpur Union Parishad
3	Md. Amjad Hossain	Member	Jalalpur Union Parishad
4	Sheikh Sultan Ahmed	Member	Jalalpur Union Parishad
5	Sheikh Abdul Rashid	Member	Jalalpur Union Parishad
6	Palash Kumar Gosh	Member	Jalalpur Union Parishad
7	Abdul Rajjak Sarder	Member	Jalalpur Union Parishad
8	Nur Islam	Member	Jalalpur Union Parishad
9	S.M. Ahad	Member	Jalalpur Union Parishad
10	Sharifa Begum	Member, 7,8,9 No. Ward	Jalalpur Union Parishad
11	Fatema Khatun	Member, 4,5,6 No. Ward	Jalalpur Union Parishad
12	Sakina	Member, 1,2,3 No. Ward	Jalalpur Union Parishad

FGD 8:

Shovanali Union Parishad Representatives
Vanue: **UP Hall Room, Shovanali UP, Ashashuni Upazila, Satkhira**
Date: 08/02/2016

SL	Name	Designation	Organization
1	Uttam Kumar Mondol	Member	Shovanali Union Parishad
2	Md. Alamgir	Member	Shovanali Union Parishad
3	Md. Makbul Hossain	Member	Shovanali Union Parishad
4	Md. Abdul Gaffar	Member	Shovanali Union Parishad
5	Md. Hannan Par	Member	Shovanali Union Parishad
6	Md. Ali Haider	Member	Shovanali Union Parishad
7	Md. Jabber Sarder	Member	Shovanali Union Parishad
8	Dhormopod Das	Member	Shovanali Union Parishad
9	Salma Khatun	Member, 7,8,9 No. Ward	Shovanali Union Parishad
10	Purnima Rani	Member, 4,5,6 No. Ward	Shovanali Union Parishad
11	Babita Rani Mondol	Member, 1,2,3 No. Ward	Shovanali Union Parishad

FGD 9:

Shokhipur Union Parishad Representatives
Vanue: **UP Hall Room, Shokhipur UP, Deb Hata Upazila, Satkhira**
Date: 08/02/2016

SL	Name	Designation	Organization
1	Md. Abdul Kader	Member	Shokhipur Union Parishad
2	Md. Afsar Ali	Member	Shokhipur Union Parishad
3	Md. Nazim Uddin	Member	Shokhipur Union Parishad
4	Md. Abadul Islam	Member	Shokhipur Union Parishad
5	Nirmol Kumar Mondol	Member	Shokhipur Union Parishad
6	Md. Monjat Ali	Member	Shokhipur Union Parishad
7	Swapan Kumar Gosh	Member	Shokhipur Union Parishad
8	Md. Rabiul Islam	Member	Shokhipur Union Parishad
9	Mst. Hamida Pervin	Member, 7,8,9 No. Ward	Shokhipur Union Parishad
10	Mst. Rahima Khatun	Member, 1,2,3 No. Ward	Shokhipur Union Parishad

FGD 10:

Champaful Union Parishad Representatives
Vanue: **UP Hall Room, Champaful UP, Kaliganj Upazila, Satkhira**
Date: 14/02/2016

SL	Name	Designation	Organization
1	Md. Rezaul Biswash	Member	Champaphul Union Parishad
2	Sheikh Moharuj Ali	Member	Champaphul Union Parishad
3	Sheikh Mujibur Rahman	Member	Champaphul Union Parishad
4	Md. Abdul Kalam	Member	Champaphul Union Parishad
5	Thakur Das Sarker	Member	Champaphul Union Parishad
6	Kartik Chandra Mondol	Member	Champaphul Union Parishad
7	Md. Shahinur Rahman	Member	Champaphul Union Parishad
8	Md. Monirul Islam	Member	Champaphul Union Parishad
9	Md. Israful Gazi	Member	Champaphul Union Parishad
10	Minoti Rani Sarker	Member, 7,8,9 No. Ward	Champaphul Union Parishad
11	Mst. Rameja Khatun	Member, 4,5,6 No. Ward	Champaphul Union Parishad
12	Mst. Rahima Khatun	Member, 1,2,3 No. Ward	Champaphul Union Parishad

Key Informant Interview (KII) Participants List – Satkhira

KII No	Name of Respondent	Designation	Name of Union	Upazial
1	Md. Anamul Hossain	Chairman	Tarali	Kaliganj
	Md. Saidur Rahman	Secretary	Tarali	Kaliganj
2	S.M. Asadur Rahman	Chairman	Nalta	Kaliganj
	Md. Shahidul Islam	Secretary	Tarali	Kaliganj
3	Mohobbot Ali Sarder	Chairman	Nagarghata	Tala
	Md. Khalid Hasan Khan	Secretary	Nagarghata	Tala
4	Md. Akbar Ali	Chairman	Ramjan Nagar	Shyamnagar
	Md. Mohsin Hossain	Secretary	Ramjan Nagar	Shyamnagar
5	Md. Abdul Hannan	Chairman	Budhata	Ashashuni
	Md. Nur Islam	Secretary	Budhata	Ashashuni
6	Haji Nazrul Islam	Chairman	Burigoalini	Shyamnagar
	Kartik Chandra Mondol	Secretary	Burigoalini	Shyamnagar
7	M. Mofidul Haque Litu	Chairman	Jalalpur	Tala
	Md. Atiar Rahman	Secretary	Jalalpur	Tala
8	Abdul Aziz Sarder	Chairman	Shovanali	Ashashuni
	Md. Jahangir Alam	Secretary	Shovanali	Ashashuni
9	Mst. Jakia Begum	Chairman	Shokhipur	Debhata
	Narayan Chandra Adhikari	Secretary	Shokhipur	Debhata
10	Md. Abdul Latif Morol	Chairman	Champaful	Kaliganj
11	D.M Moniruzzaman	Secretary	Champaful	Kaliganj

Key Informant Interview (KII) Participants List-Upazila Officials

KII No	Name of Respondent	Designation	Upazila	District
1	Md. Mahsin Ali	DD-SW (in charge Asasuni)	Asasuni	Satkhira
2	Fatima Jahora	WAO	Asasuni	Satkhira
3	Shahriar Mahmud Ranju	PIO	Kaligonj	Satkhira
4	Zesia Jaman	SWO	Kaligonj	Satkhira
5	Md. Harunar Rashid	SWO	Debhata	Satkhira
6	Nazmun Nahar	WAO	Debhata	Satkhira
7	Shek Shahidur Rahman	SWO	Shyamnagar	Satkhira
8	Md. Jafar Rana	PIO	Shyamnagar	Satkhira
9	Shahana Akter	WAO	Ulipur	Kurigram
10	Md. Habibur Rahman	SWO	Ulipur	Kurigram
11	Sakhina Khatun	WAO	Chilmari	Kurigram
12	Fahima Munni	SWO	Chilmari	Kurigram
13	Md. Sanaullah	PIO	Sadar Upazila	Kurigram
14	S.M. Habibur Rahman	SWO	Sadar Upazila	Kurigram
15	Md. Moinul Haque	PIO	Rajarhat	Kurigram
16	Rashida Khatun	WAO	Rajarhat	Kurigram

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