

Changes in Social Safety Net to ensure Governance in Bangladesh

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Abstract

Universal Declaration of Human Rights (UDHR) in 1948 as well as Bangladesh constitution has basic principles of ensuring human rights within the state mechanism. In line with the constitutional provision, Bangladesh Government has several ministries to support and promote social protection as a means of basic human rights. The constitution of Bangladesh in its clause 15(d) clearly declares to introduce the ‘Social Security Program’. The constitution spells ‘the right to social security that is to say, to public assistance in cases of undeserved want arising from unemployment, illness or disablement, or suffered by widows or orphans or in old age or in other such cases’. According to UNDP report (2009), since independence of Bangladesh in 1971, when 70 per cent of the population lived below the poverty line, the two major vehicles of social safety nets were food rations and relief work following disasters and other calamities. With the passage of time, when notable progress towards reducing widespread poverty was made, the country had to find better means of targeting. Such realization led to the emergence of new and sophisticated programs and abandonment of programs like food rations. Now Government has taken 145 social safety net programs with the help of different government departments. Now Bangladesh, on 2018 Poverty rate has now declined to 24.3 per cent from 31.5 percent in 2010 and extreme poverty rate has been reduced to 12.9 percent from 17.6 per cent (Economic Review Report 2017). Total allocation for social security was only Tk.373.2 crore in FY2005-06. This allocation has been raised to Tk.64,656 crore in FY2018-19, which is 2.55 per cent of GDP and 13.92 per cent of 22 total budget (Budget Speech 2018-19). In order to bring efficiency and effectiveness of social safety net programmes, Bangladesh follows the life cycle approach of social safety net. For this purpose, Bangladesh has already formulated “National Social Security Strategy (NSSS)”. The proper implementation of the NSSS through Social Safety Net Program (SSNP) will be deemed to be one of the essential conditions. For selection of the beneficiary of several SSNP there are some problems

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of overlapping and misallocation may go undetected because of inadequate program monitoring. To overcome the anomalies of this program and other government activities, government have taken Grievance Redress System guideline 2015 which is monitored by the Cabinet Division for ensuring governance. In this context, this paper will make an essence of procedural changes in SSNP (OAA, EGPP and VGD) and attempt by the government for ensuring governance.

Key words: Social Safety Net, Grievance Redress, Governance.

Introduction

Over the past two decades, Bangladesh has made remarkable progress in poverty reduction. It has maintained robust annual economic growth averaging 6 percent since 2001. Poverty has decreased from 48.9 percent in 2000 to 31.5 percent in 2010 and the most recent reports published in daily newspapers estimate further reduction of poverty to around 27 percent, and the rates of hardcore poor now stand at 9.95 percent (Ministry of Finance). Yet poverty remains a significant and persistent challenge in Bangladesh. Over 50 million men, women, girls and boys live in poverty, out of which 28 million live in extreme poverty, without the means to even feed themselves properly. ‘Vision 2021’ of the government specifies 5 priority agenda. Among which section 2 and section 5 emphasize on promotion of effective system for curbing corruption and establishment of governance. The Social Safety Net Programme in Bangladesh is more than simply a necessary element in fighting poverty. Social Safety Net Programme is now called Social Security System.

According to a comprehensive official compilation prepared by the Ministry of Finance, there are 145 programmes under the Social Security System currently being financed through the budget. The total amount being spent on these programmes in FY2016-17 an amount of Tk.40,857 crore has been allocated against social safety net programmes. The allocation is 12.88 percent of the budget and 2.09 percent of GDP of the same fiscal year (Economic Review Report 2017). These programmes are administered by as many as 23 line ministries/divisions and there is no formal mechanism for sharing information among the implementing ministries/agencies. In 7th five year plan has target to spending on Social Protection as a share of GDP to be increased from 2.02% of GDP in FY15 to 2.3% of GDP by FY20.

The Government of Bangladesh has developed a National Social Security Strategy (NSSS final draft/March 2015) to harmonise all these programmes into the largest poverty alleviation programme for sustainable development. The NSSS highlighted the absence of effective

monitoring and evaluation (M&E) in the present Social Security System as one of its major shortcomings. The main challenge for the Seventh Plan in the area of social protection is the successful implementation of the National Social Security Strategy (NSSS).

The NSSS builds on the past rich experience of Bangladesh and seeks to streamline and strengthen the existing safety net programmes with a view to achieving better results from the money spent (NSSS.2015). This reflects the strong commitment of the Government of Bangladesh to reducing poverty and inequality, including eliminating all kinds of discrimination in accessing services and social transfer.

The SGSP¹ was initiated to provide technical assistance to the MoF and is expected to improve the efficiency and effectiveness of the expenditure on Social Safety Net (SSN) programmes. This will result in a higher proportion of the poorest people benefiting from social protection schemes, an increase in the size of the benefits, less leakage of benefits to corruption and patronage, and more regular and reliable transfer to beneficiaries. For this reason, in 2015 grievance redress system and in 2018 Government of Bangladesh initiated the National Social Security Strategy Action Plan. The objectives of the article are to give a scenario of Social Security programs grievance redress mechanism for ensuring governance to SSP.

Methodology of the Study

About this topic the writer got very few research publications. With this limitation, this article prepared with content analysis methods or some secondary sources of literature review, books, Journal article and concerned websites. The writer tries to give her views in accordance with her knowledge and practical experiences.

Social Safety Net/ Security Program

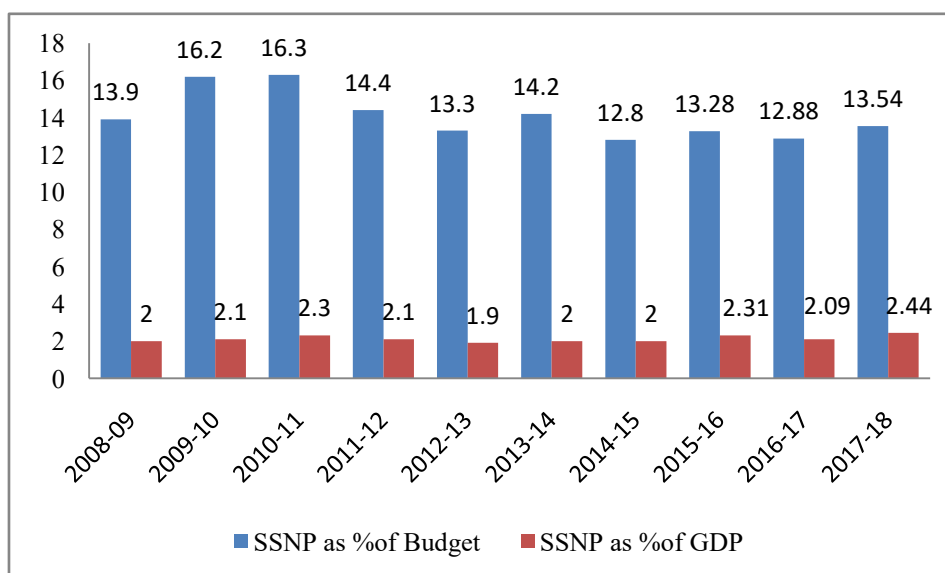
Ahmad (1991) defines the social security as public action including that by communities, to protect the poor and vulnerable from adverse changes in living standards. Social Security Programme (SSP) concentrates on reducing life cycle risks of the vulnerable section of people by transferring some resources both cash and kinds from the government. The SSP helps to protect the poor and vulnerable households by enhancing their income and reducing variability of consumption. Though the social safety net programs in this country had gains some momentum after 1990, the history of social security in the form of aid at the time of disaster, special works programmes and food security etc.

¹ SGSP- The Strengthening Government Social Protection System for the Poor project (SGSP) was initiated at the request of the Ministry of Finance (MoF).

Social safety net programs broadly categorized into two groups are social protection and social empowerment. Social protection (SP) can be classified into social insurance (SI), social assistance (SA) and labor market and pension policies and programs. SI programs pool risk across a number of individuals, and include unemployment insurance, old age or disability pension, and sickness insurance. SA programs include transfers in cash or kind, for example, subsidies, workfare and conditional cash transfer programs (World Bank 2006).

Social Security Programmes (SSPs) has been more than 2 percent of GDP since 2008 and 2018 it is 2.4% GDP. The spending in social security was just 1.3 percent of GDP in 1998, which has increased significantly during the present periods as shown in the figure-1. Besides contribution on reducing poverty SSP is contributing as complimentary initiatives of promoting growth, investing in human and physical capital, and undertake institutional and governance reforms for protecting poor and vulnerable section of people (World Bank, 2006).

Figure 1: SSNP as % of GDP and National Budget



Source: Hasan (2017) and Economic review report (2008-2018)

It is claimed that the programs will benefit 32% of the intended population (GOB-GED, 2015 and MJF, 2015). Both the Government and non-government evaluations have already pointed out many shortcomings and lapses. Previously in an evaluation of 30 social security programs which claimed to have incorporated 24.5% of the intended population. It was found that 18% of those were not even qualified for inclusion in the program (MJF, 2015).

The major bottlenecks of SSP are lack of coordination among the programs, improper and inefficient targeting. The government document also endorsed that SSP could have contributed more on poverty

alleviation if leakage and miss-targeting could have avoided (GoB, 2015). The major causes for miss-targeting are vagueness of eligibility criteria, nepotism and favoritism, sense of belongingness to keep vote bank of elected representatives etc.

Governance

Governance refers to the formal and informal arrangements that determine how public decisions are made and how public actions are carried out from the perspective of maintaining a country's constitutional values. Initially governance indicators were used by academics in analyzing economic growth and evaluating the performance of the public sector.

Finally, Governance defined with **political or public governance, economic governance and social governance**, governance should not be reduced to government, as the three aspects of governance are interdependent in a society. Indeed, social governance provides a moral foundation, while economic governance provides a material foundation, and political governance guaranties the order and the cohesion of a society (Nzongola-Ntalaja 2003).

Grievance Redress Mechanism (GRM)

Grievance redress mechanism (GRM) is a functional platform for receiving people's complaints about quality of services delivered by government organizations. Its ultimate objectives is to improve public administration and services quality and thereby to enhance good governance (Hasan, 2017).

The recognition of the need for an effective GM is not new in the context of social protection programs. They are a crucial component of social assistance programs, providing a formal mechanism or process for receiving, evaluating and redressing program-related grievances from affected communities and citizens. GMs are important to the broader objective of improving accountability, basic fairness and 'voice' of citizens in social assistance programs.

Global Review of Grievance Redress Mechanisms in World Bank Projects 2015 highlighted several operational benefits of a well-designed GRM with improving project outcomes at a lower cost, helping to priorities supervision, identifying systemic issues and promoting accountability.

The Government of Bangladesh recognizes that an effective grievance mechanism is an essential addition to social protection schemes. Through past reviews, the NSSS has identified a number of areas that need to be reformed and one of the key priorities is establishing a grievance redress

system so that all citizens have recourse to appeal decisions on selection and can notify the competent authorities about instances of misconduct and failures in the delivery of the promised benefit (NSSS, page 98, para 1).

The GoB encourages NGOs to continue and deepen the partnership and be a helpful assistance in the piloting of innovative ideas for possible scale up that includes helping redress grievances and disputes relating to the implementation of the NSSS (GSDRC,2015).

An innovative grievance redress approach comes from the Union Information & Service Centres (UISC) blog, which connects government officials with the public (Access to Information (a2i) Programme). **Social Security and GRS in Bangladesh**

Bangladesh has long history of social safety net programme. During the 1970s the focus of social security programmes was on poor relief and vulnerable group feeding. The decade of 1980s has been characterized by disaster response and relief operation in addition with providing food was remarkable improvement of these programmes. During the 1990s, the provision of cash transfer program was widely introduced in these programmes (old age, widow). In the 2000s, numerous safety net programmes were taken up to support different types of risks and vulnerabilities. It is pointed out that from the independence all the social protection programmes were taken on the basis of peoples need. Finally on 2015, Bangladesh adopted a strategic and comprehensive approach to social protection (Hasan, 2017).

The grievance redress system was established in all 23 line ministries in 2008 and the Government of Bangladesh carried out an evaluation in its line ministries in 2011(GSDRC, 2015). With various steps in 2013, Bangladesh government has taken more comprehensive approach to social security by formulating National Social Security Strategy (NSSS). It promotes to lifecycle based social protection system which is strategic in handling the social risks along life cycles. Thus the formulation of NSSS has brought in a paradigm shift in the social security programmes of Bangladesh.

The NSSS mandates the Cabinet Division to build up a system of complaint and grievance management. The local government division will also facilitate to mitigate the grievances of the recipients in grassroots level. However, they are non-functional due to lack of complaint generation and the absence of a systematic enforcement from the supply side.

Some ministries have own online based GRS. Now Government has finalized the grievance redress system guideline 2015. But for utilizing

the best GRS platform people's needs to be more sensitized about GRS for giving vent to their dissatisfaction.

Functions of Social Security Committees and GRS

In consideration of multidimensional expansion of responsibilities, erstwhile of Central Monitoring Committee (CMC) on Social Safety net programmes has been reformed and renamed as Central Management Committee (CMC) on Social Security Programme. The committee is formed with the Cabinet Secretary as the chair and Secretaries of 33 different ministries/ divisions as the members and the Additional Secretary (Coordination) as the member Secretary of the Committee. All the concerned ministries of Social Security Programmes give regular GRS report to this committee and the Committee monitors this issue regularly.

In every Social Security Programmes have individual District, Upazilla and Union Committee. In every committee has the authority to dispute the GRS. As example,

1. On **OAA programme** have Union Steering committee headed by Union Parishad Chairman, Upazilla Steering Committee headed by Upazilla Parishad Chairman and District Steering Committee headed by Deputy Commissioner/ Chairman of Hill District Zilla Parishad (Implementation Manual of OAA Programme(Rev.) Ministry of Social Welfare 2013).
2. In **EGPP** have Union committee headed by UP Chairman, Upazilla Committee headed by Concerned MP as Chief advisor, Chairman as Advisor & UNO as Chairman and Zila Committee headed by Deputy Commissioner (EGPP Manual, Ministry of Disaster Management & Relief, 2013).
3. In EGPP, the first step of receiving complaints is at upazila level. However, it can be lodged at any level. There are mechanisms for appeal at every level. A national steering committee led by the secretary from the Division of Disaster Management and Relief is the ultimate authority to resolve any appeal. Complaints can be filed in writing or verbally but must be made directly to the GRO. A grievance register book is available at every level. Complaints received at upazila level will ideally be resolved within 15 days. Once a grievance is resolved, the upazila committee is to inform the complainant about the decision (Shelley,2015).
4. On **VGD programme** have Union VGD committee headed by UP Chairman, Upazila VGD Committee headed by UNO and Zilla VGD Committee headed by Deputy Commissioner. According to guideline, committees perform the duty of dispute resolve and work

as appellate authority on GRS. All these committee will send their monthly GRS report on Social Security programme to their concerned Ministry/Departments and then Ministry/ Departments sent their report to the Cabinet division (VGD implementation manual, Ministry of Women and Child Affairs, 2011).

5. It is mentioned in the VGD circular 2015-2016 that once the UP notice board has published the list of selected women, any complaint about this list is to be addressed to the UNO in writing and the upazila VGD committee will investigate it. The UNO as Chairman of the committee will form a three-member investigation team, which will report in five working days. Then the upazila VGD committee will take the final step to resolve it. There is no mention how the Upazila Committee would handle it.
6. In the context of VGD, the grievance mechanism is to address selection-related complaints only and is largely non-functioning for a lack of formal complaints. First of all, the entitlement for complaint is not known, and secondly, 'complaints in writing to the UNO' can feel scary and a long way to deliver.'
7. In the case of OAA, the union committee will primarily resolve selection-related complaints. However, if there is a need for appeal, it will be sent to the upazila committee. (16.4, scope of work, Union Committee, Implementation Manual of Old Age Allowances Programme (Revised) 2013).

Fourth while, on 2018 Government of Bangladesh forms a Divisional Management committee (DivMC) on Social Security which is headed by Divisional Commissioner, District Management Committee (DMC) on Social Security headed by Deputy Commissioner and Upazila Management Committee (UMC) on Social Security headed by Upazila Chairman as Advisor and UNO as Chairman. The role of this three committee has to follow-up the Social Security Programmes, if necessary they can collect information on GRS of these programmes and after rationalization of the report on Social Security Programmes, committee sent the report to the Cabinet Division (Circular August 27,2018, Cabinet Division).

As part of government agenda to establish digital Bangladesh, the Cabinet Division recently installed a central online GRS to handle people's feedback more efficiently and effectively. In addition to written complaint, there is provision for hearing people's complaints in person. The Cabinet Division has issued directives to all the field offices to reserve one weekday for hearing people's complaints. Accordingly, the field offices are regularly hearing about people's dissatisfaction and providing instant remedy with records. The most recent (December 2014)

implementation status and results report from the World Bank on the programme found that there has been increased use of the Grievance Redress System (GSRDC, 2014).

Complain Scenario

In general, there are some common complains in all social security programmes like in VGD & OAA, size of target is always an issue that causes grievance amongst eligible (as per criteria) but non-recipient community members. An average target is 3 times less than the actual need. In selection of beneficiary, as per the OAA operational manual, final approval of the list comes from MPs. Nepotism and inclusion of MP/chairman/member's vote bank is a common complaint.

As per the OAA operational manual, final approval of the list comes from MPs. Nepotism and inclusion of MP/chairman/member's vote bank is a common complaint. Nepotism, bribing to receive the VGD card, non adherence of procedure and political pressure are grave concerns. On EGPP, Target/allocation was influenced by politically and apart from nepotism and bribing, there are mentions of manipulation of the list in many ways such as migrant labour, ghost names etc.

On EGPP, 69% Payment through bank, 17% Payment through UP member, 10 % Payment from UP office, 4% Payment received at home (Data taken from Baseline survey report) and money paid to middleman, UP/ward member. Nobody knows where to complain (Shelley,2015).

A study was conducted by BARD and MJF about the ten SSP of the Government in Balarhat Union, Mithapukur Upazila of Rangpur District in 2017. In Balarhat Union, it was found that 44 percent of the beneficiaries of VGD program were identified correctly as they were chronic poor. Ascending non poor constitutes 35 percent of total beneficiaries. Nearly 19 percent of the beneficiaries were identified as non poor. Descending poor constitutes only 1 percent of the beneficiaries. It may be mentioned here that a good portion of beneficiaries conceal their information about their entitlement (Dr. Zahid *et. al*, 2017).

On a survey on SSP (2015) found that on OAA 10% of the respondents said that they had some grievances, but the majority (67%) said that their grievances were resolved after they had complained. 69% of the non-recipients applied for the allowance. Only 13% of the non recipients lodged complaints against their non-selection and only 13% of the grievances were resolved with assurance to them to be considered for future selection.

On VGD, 70% of the non-recipients applied for the allowance. Only 15% of the non recipients lodged verbal complaints against their non-selection

to the UP representative and none of them had their complaints resolved. On EGPP, 20% of the recipients said that they had some grievances, but all of them said that their grievances were resolved after they had complained. 45% of the non-recipients applied for the allowance. Only 11% of the non recipients lodged verbal complaints to the respective UP representatives against their non-selection and none of them had their complaints resolved (Shelley.2015).

Most of the complaints (3,327) were on the VGD allowance, of which 87.6% were resolved (figure 3). The second highest percentages of resolution at UP level (79.6%) were achieved in EGPP (Figure -4). The VGD complaints 0.2% was referred for policy advocacy and 14.0% OAA complaints were dropped for adequate merit (Figure-4) (MJF, 2018).

Figure 2: Number of grievances collected by 12 PNGOs

PNGOs	Key SP scheme for pilot	Number of grievances on pilot scheme		Number of grievances on other schemes		Total number of grievances on all schemes
		No	%	No	%	
Puspo Bangladesh	VGD allowance	544	77.2	161	22.8	705
COAST Trust	VGD allowance	251	40.1	375	59.9	626
NRDs	VGD allowance	282	42.2	387	57.8	669
SKS Foundation	VGD allowance	610	55.4	491	44.6	1101
NDP	OAA	419	42.5	568	57.5	987

Source: Manusher Jonno Foundation (MJF), 2018

Figure 03: Grievance resolved from January 2016 to June 2017

Key SP scheme for pilot	Number of complaints received up to June 2017	Complaints resolved		Carry forwarded complaints	
		No	%	No	%
VGD allowance	3327	2915	87.6	412	12.4
OAA	1432	1028	71.8	404	28.2
EGPP	745	583	78.3	162	21.7

Source: Manusher Jonno Foundation (MJF), 2018

Figure 04: Scheme wise Complaints Resolution at different level

SP Schemes	No of Complaints resolved	No of Complaints resolved at different levels							
		UP level		Upazila level		Referred for Policy Advocacy		Cancelled/not relevant	
		No	%	No	%	No	%	No	%
VGD	3033	2051	70.4	606	20.5	05	0.2	253	8.7
OAA	1028	735	71.5	148	14.4	1	0.1	144	14.0
EGPP	583	464	79.6	50	8.6	01	0.2	68	11.7

Source: Manusher Jonno Foundation (MJF), 2018

State of Affairs in Governance in Social Security Program

Governance in social security program will ensured through efficient design of the program and proper implementation. The most crucial parts of it is fair targeting and timely giving for benefits. However the social security programmes being fragmented across multiple agencies there are chances of various challenges.

Overlapping programmes

Small and short term schemes of social security/protection are usually undertaken in absence of comprehensive policy frameworks. These programmes are usually incremental and are expanded when felt important. As a result similar types of programme has undertaken in several area which are already under coverage of other programmes. These result, in big wastages of public resources and inefficiency of the programme.

Leakages

In social protection, leakage usually indicates the extent to which a programme includes beneficiaries who are not poor or not eligible for being enlisted as the beneficiaries. In one estimate as much as 30% of the social benefits are wasted in leakage worldwide. In Bangladesh this rate is even more. There are some issues which are included as problems of leakage which are as follows:

1. **Ghost beneficiaries:** The benefits are given to people who do not exist at all. This is a sort of pilferage in the name of fictitious people.
2. **Rent seeking:** In this process the beneficiaries are forced to pay a certain portion of their benefits to the corrupt stuff or UP members. Sometimes they have to pay money for getting their names enlisted in the list of beneficiaries.
3. **Double dipping:** This problem is also faced in social protection programmes in many countries. The beneficiaries get their names

enlisted more than once so that they can receive double benefits. Sometimes they are enlisted in separate programmes of same nature. As a result of double dipping or duplication some non-poor are deprived of the benefits because of weak and fragmented MIS of the programmes. As example in a case of Freedom fighter allowance same person take this allowance from Brahmanbaria and again apply in Adarsha sadar, Cumilla and finally the person identified his fraud through his NID code.

Measures for ensuring Social Protection and Governance

In order to streamline the social protection programmes two types of reforms are necessary. The first one is the programme consolidation along the lifecycle framework and another reform need is improvement in the delivery mechanism as well as the overall governance of social protection. In consistence with this, the NSSS suggests that the following five issues are vital for equitable and efficient delivery of social protection benefits to the right persons.

Single Registry MIS

The efficient administration of Social Security schemes requires that high quality Management Information Systems (MISs) are in place. In effect, a form of national Single Registry can be established, based on a network of independent but interlinked scheme-specific MISs.

Bangladesh Academy for Rural Development (BARD) has experimented another project namely **Local Level Poverty Monitoring System (LLPMS)** under the auspices of IDRC-Canada through CBMS-Network Philippines. The main objective of LLPMS was to micro mapping of the poor people by community participation. One digitized database was developed by using Natural Resource Database (NRDB), where information can be retrieved through report, graph and map. BARD experimented the idea of database development in a Union with the support of ETEA University and AECID-Spain. In both cases, the database was static in nature and due to lack of ICT support the database could not be made dynamic. But this program should be effective MIS system for selecting the actual poor people.

Strengthening G2P Payment Systems

A key reform initiative as recommended in the NSSS is introduction of digitized Government to Person (G2P) payment systems so that they promote financial inclusivity and prevent leakages. The Government has already improved the cash delivery systems (through mobile banking, postal cash cards and agent banking) in some Social Security schemes so that transfers are delivered through financial institutions.

In Bangladesh there are some programmes which have in kind transfer, such as rice or wheat. The NSSS suggests that these programmes should be changed to cash transfer except the programmes for disaster response and relief, and Open Market Sales. Food for work programme has already been changed to food for Taka programme.

Strengthening Processes for Fair Targeting

In social protection, targeting represents one of the most challenging elements of social protection design and implementation. The most serious concern is the transfers of benefits to the right people. It is a common challenge faced by developing countries, in particular when using poverty-based selection processes. The NSSS adopts the household assessment approach with the method of Proxy Means Test for targeting in 2018. With the PMT approach, a combination of PMT, support from local government, and support from NGOs will be employed to identify the actual poor and vulnerable population.

Grievance Redress System

For fair and equitable administration of social protection programmes, GRS is considered as important tools in many countries. In order to ensure fair selection of beneficiaries and proper delivery of social protection benefits, a grievance redress mechanism is important.

Strong M&E

An effective framework of monitoring and evaluation (M&E) is necessary to improve delivery processes, document results, inform policymakers about the effectiveness of alternative approaches, and mobilize political support for sustainability and expansion of the programmes that comprise the strategy.

Awareness about GRS

Most of the Government officials knew about the GRS but they did not aware about the function and responsibilities of GRS. In every concerned department of Social Security programmes have to give regular GRS report to the concerned ministry/ department and they always sent with “no complain”. Because most of the eligible beneficiary did not aware about the complaint and GRS so Government should be give more emphasize on the awareness building programmes on GRS.

Challenges

Social Security program is a very big concern for the government for ensuring poor and vulnerable peoples security and social entity. For ensuring governance SSPs has some challenges. These are:

- a. Lack of comprehensive database of ultra poor and poverty stricken area for taking appropriate decision.

- b. Many departments involve in this SSP program and they have no coordination with each other so it is wastage of money and resources.
- c. To implement this SSP the Local Government Institutes capacity is very poor like UP chairman and members are too much politically biased so they cannot play their role neutrally.

Conclusion

Effective grievance redress system can contribute a right role to up hold the standard and excellence of service delivery of the government offices and can make them more accountable. There is no unique model or one-size-fits-all approach to grievance resolution. Indeed, the best solutions to conflicts are generally achieved through localized system that take account of the specific issues (nature and depth of grievances), cultural context, local customs, and legal structure in vogue. It is expected that there could be a fundamental change in grievance redress system once e-filing of complaints and electronic response system is introduced with proper monitoring, application of technology, right reporting, decentralization of power and further delegation, change of typical work flow and change of attitudes of public officials. If a uniform MIS, system will introduce and the beneficiary data will incorporate or update the list then the government's desire will be fulfilled. Government of Bangladesh already made Divisional/District/ Upazila Committee of Social Security for proper selection of the beneficiary and utilization the resource properly. Finally, for ensuring governance in social protection we need regular update and uniform database which will be help us for beneficiary selection and list update for new ultra poor.

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