

DFAT Support to Social Protection Policy Support (SPPS) Programme

Implemented by UNDP Bangladesh under the Government Technical Assistance Project titled ‘Social Protection Policy Support (SPPS) Programme’ of the Cabinet Division, and the General Economics Division, Bangladesh Planning Commission, Government of Bangladesh

Project Completion Narrative Report 2018 – 2020

Prepared for the Department of Foreign Affairs and Trade (DFAT)

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Acronyms

ADP	Annual Development Programme
AusAID	Australian Agency for International Development
AWP	Annual Work Plan
BPATC	Bangladesh Public Administration Training Centre
CMC	Central Monitoring Committee; Central Management Committee
DC	Deputy Commissioner
DFAT	Department of Foreign Affairs and Trade (Australia)
DFID	Department for International Development (UK)
DSS	Department of Social Services
ERD	Economic Relations Division
FD	Finance Division
FID	Financial Institutions Division
FYP	Five-Year Plan
GDP	Gross Domestic Product
GED	General Economics Division
GoB	Government of Bangladesh
GRS	Grievance Redressal System
HIES	Household Income and Expenditure Survey
LCG	Local Consultative Group
LGD	Local Government Division
M&E	Monitoring & Evaluation
MIS	Management Information System
MJF	Manusher Jonno Foundation
MoDMR	Ministry of Disaster Management and Relief
MoFi	Ministry of Finance
MoF	Ministry of Food
MoPME	Ministry of Primary and Mass Education
MoSW	Ministry of Social Welfare
MoWCA	Ministry of Women and Children's Affairs
MoU	Memorandum of Understanding
NGO	Non-governmental Organisation
NILG	National Institute of Local Government
NSSS	National Social Security Strategy
PEA	Political Economy Analysis
PIC	Project Implementation Committee
PSC	Project Steering Committee
SDF	Social Development Framework
SEID	Socioeconomic Infrastructure Division
SGSP	Strengthening Government Social Protection Systems for the Poor
SPEC	Special Project Evaluation Committee
SPPS Programme	Social Protection Policy Support Programme
TPP	Technical Assistance Project Proposal
SDGs	Sustainable Development Goals
UNDP	United Nations Development Programme Bangladesh
URT	Upazila Resource Team
VGD	Vulnerable Group Development

1. INTRODUCTION

1.1 Background

The National Social Security Strategy (NSSS) is a 10-year-long social protection strategy¹, approved by the Cabinet of the Government of Bangladesh (GoB) in mid-2015. It sets two goals: medium term by 2020, ‘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, prioritising the poorest and most vulnerable members of society;’ and long-term goal by 2025, ‘build an inclusive social security system for all deserving Bangladeshis that effectively tackles and prevents poverty and inequality and contributes to broader human development, employment and economic growth.’ Apart providing basic lifecycle focused social security assistance, the current national social security programme also reflects the Government’s response to the poor and the vulnerable population to manage their livelihood risks as an essential component to fight against poverty and shocks in Bangladesh.

Addressing poverty and social protection was and is one of the key priority areas of UNDP’s country programmes since the beginning of the last decade. Among SDGs, SDG-1: “No Poverty” is UNDP’s one of major mandated areas. On mapping out the SDGs responsibilities by divisions / ministries within the government system, the General Economics Division (for policy and planning), and the Cabinet Division (for coordination) take responsibility to address the SDG-1, therefore, these two most important divisions of the Government of Bangladesh are the key strategic partners of UNDP, Bangladesh. SDG 1, indicator 1.3 “implement social protection system” is very much alien with “DFAT support to SPPS Programme” of the Cabinet Division and General Economics Division (GED) through UNDP partnership were very much timely to rolling out the implementation of National Social Security Strategy of Bangladesh and guided reforms in Bangladesh’s social protection system.

The NSSS of Bangladesh encrypted reforms in terms of programmatic and institutional levels. UNDP Bangladesh assisted Social Protection Policy Support (SPPS) Programme has been developed to enrol the NSSS on ground across 35 ministries / divisions and support at the policy bringing the changes both programmes and institutional level as guided by NSSS. Historically the GED of Bangladesh Planning Commission is the key agency of GoB to develop national policy, strategy, and plans, and conduct necessary research accordingly; where the Cabinet Division is the agency under direct Prime Minister’s supervision deals coordination among the agencies within the government. The Prime Minister of GoB constituted an Inter-ministerial committee for national social protection programmes, headed by the Cabinet Secretary. Thus, UNDP assisted SPPS Programme twig two most instrumental agencies of GoB into one project, and plays whistleblowing as well as addresses the reforms at the policy level. SPPS Programme ensures supports through two main streams: 1) better governance in social protection; and 2) strengthen social protection system.

The SPPS Programme received government approval of two-year no-cost extension, therefore the project period extended from 2018 to June 2020. The Annual Development Programme (ADP) of the Bangladesh Planning Commission, and Ministry of Finance showed SPPS Programme is under social security budget, and it has been in the annual social protection list, developed by the Ministry of Finance.

The recruitment of key professional staff, advisor, and experts for the project initiated soon after contract signed between DFAT and UNDP in 2018. The professional staff members: National Project Manager, National Social Protection Specialist, Research Officer, M&E Officer, Communication Officer,

¹ NSSS proposes there will be another NSSS for 2026 and onwards, where Ministry of Social Welfare (MoSW) would be the lead in coordination of Bangladesh Social Security Programmes, as well as will implement a comprehensive inclusive and universal social security programmes under the lifecycle approach.

long and short-term experts contributed to implementation of the activities throughout the project period. The National Project Director, Deputy Director, and Assistant Directors assumed the project's day to day responsibility as well as played key role in coordination with the implementing ministries and the SPPS Project. The Cabinet Secretary as the Chair of the SPPS Programme's Project Steering Committee (PSC); and Member, GED (Senior Secretary) of GED of Planning Commission as the Chair of the Project Implementation Committee (PIC) assumed an approval role for the SPPS Programme throughout the project period.

During the reporting period, the SPPS Programme provided supports in key reforms areas of national social protection programmes with an expectation of lifecycle focused, shock responsive a better social protection system in place for the deserving citizens of Bangladesh. The key interventions from SPPS Programme were: under 1) better governance of social security - policy guidance on NSSS action plans implementation, strengthening of the NSSS M&E framework to improve efficiency and effectiveness, formulation of and advocacy for NSSS gender policy, diagnostic studies to develop an evidence base for policy reform, development of communication and advocacy and urban strategy for NSSS, government capacity development on social security, and grievance redress system piloting on 2nd generation online system; and 2) strengthening the delivery of the social security systems – establishing single registry of Management Information Systems (MISs) at Statistics and Informatics Division (SID) / Bangladesh Bureau of Statistics (BBS) link to policy and decision-making bodies and capacity building, promoting saving habits of social security beneficiaries towards financial inclusivity under G2P and P2P electronic payment systems, and review of SPPS Programme effectiveness and NSSS implementation in Bangladesh.

As mentioned earlier that the DFAT Fund support since 2013 has been proved vital for producing background evidence informing formulation of the strategy of Bangladesh (2015-25) and its action plan 2016-21, which has created a comprehensive vision for social protection of the future of Bangladesh, which greatly facilitated government ownership over the strategy. The Cabinet of the Government of Bangladesh approved the strategy in middle of 2015, and the Central Management Committee – an inter-ministerial committee for national social protection programmes (established under the guidance of the Honourable Prime Minister) composition of 35 Secretaries of the ministries / divisions involved in national social security programming, has approved the NSSS action plan in end 2017, after participated in intensive and rigorous exercise for more than a year. The NSSS Action Plan 2016-21 was officially launched in November 2018 in Bangladesh National Social Security Conference 2018. NSSS and its action plan development, approval and reform process rolling out on track by engaging 35 ministries / divisions were the tremendous successes of the SPPS Programme up to 2018. In 2019, SPPS Programme conducted a major breakthrough exercise – the first mid-term review of NSSS implementation, and several key reform-targeted diagnostic studies. The key findings were presented in front of legislative bodies, top bureaucrats of the concerned ministries / divisions and wider stakeholders in Bangladesh Social Security Conference 2019 and allowed them for critical review and discussions. The breakthrough of SPPS Programme not only to engage government, but it extended up to involve leading NGOs, and private sector, and well knotted the key development partners in social protection field by allowing all stakeholders participating in national dialogue.

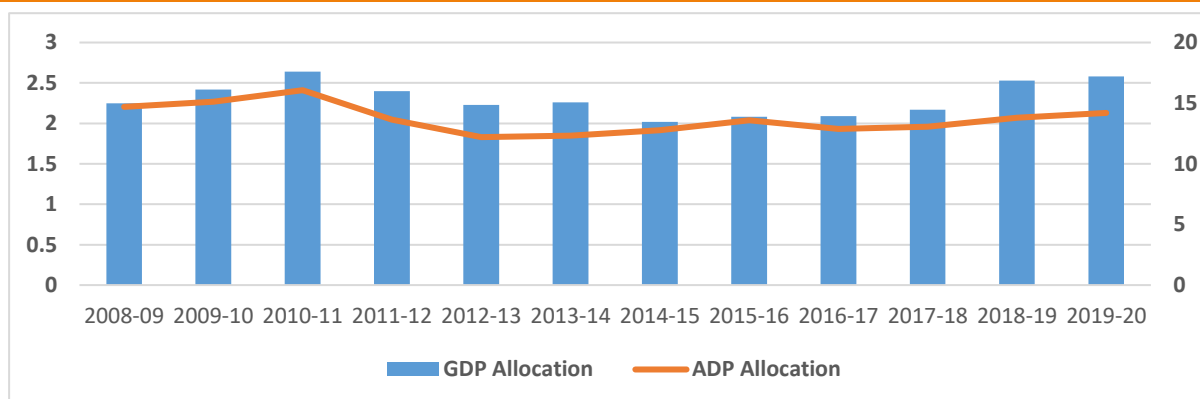
This project completion report narrates the country's social protection current portfolio and macro level progress, as well as, overall progress of project's activities for the total implemented period commencing from 2018 and close up at the end January 2020. During the said period, the project attempted to address a number of outputs under two major outcomes: 1) Better governance of social security; and 2) Strengthening the delivery of the social security system.

1.2 Current Social Protection Portfolio and SPPS Programme’s Contribution in Social Security Reform

The Household Income and Expenditure Survey (HIES) 2016 showed that the country has made remarkable progress in economic development and poverty reduction, as shown in poverty headcount ratio (HCR) declined from 56.6 percent to 24.3 percent in 2016 and extreme poverty rate almost halved between 2005 and 2016 to reach 12.9 percent. The recent estimation conducted by both GED and BBS indicates the poverty rate has further been reduced to 21.6 percent, and the figure for absolute poverty was 9.4 percent in 2018².

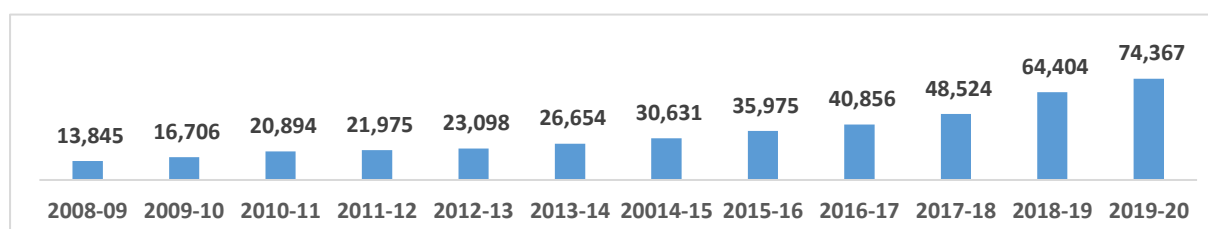
The Annual Development Programme (ADP) of Bangladesh for the fiscal year 2019-20 incorporates SPPS Programme into its budgetary system, and in the list as a project under social protection portfolio of Ministry of Finance. Over the years Bangladesh has introduced a plethora of social security programmes, however, statistics showed that in last two years a substantial number of small budgeted social security programmes have been discontinued. Budget allocation shows that government spending on social security programmes has been increased, as total outlay amount to Bangladesh Taka 74,367 crore (about USD 8.8 billion, equivalent to Aus\$ 13.1 billion). The amount captured 14.2 percent of the total ADP, and 2.58 percent of the national Gross Domestic Product (GDP) of current fiscal year 2019-20. Figure – 1.2.1 shows increased share of social protection budget allocation in Bangladesh GDP and ADP; and Figure – 1.2.2 indicates an increased trend of budgetary allocation over a decade in Bangladesh.

FIGURE – 1.2.1: INCREASED BUDGETARY ALLOCATION IN GDP AND ADP FROM 2008 – 2019



Source: Ministry of Finance, 2019

FIGURE – 1.2.2: INCREASED BUDGET ALLOCATION IN ANNUAL DEVELOPMENT PROGRAMME OF BANGLADESH FROM FISCAL YEAR 2008 – 2019 (IN CRORE BANGLADESH TAKA)



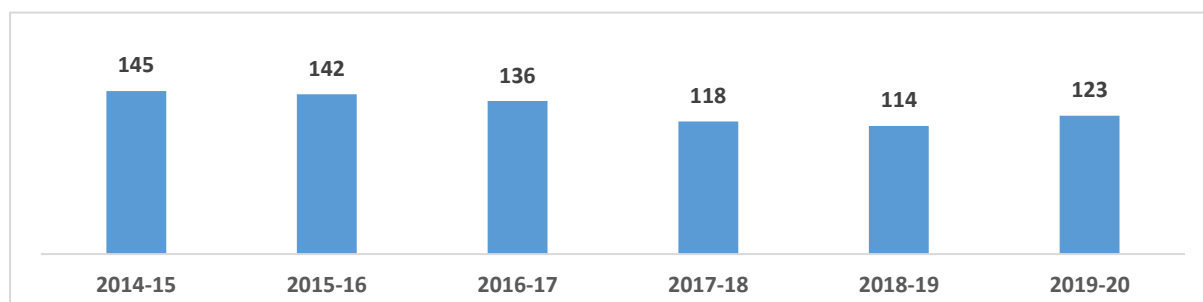
Source: Ministry of Finance, 2019

Currently, more than 80 percent budget allocated against about 20 major social security programmes; and public pension accumulates close to 40 percent of the total social security programmes; however,

² GED, 2019. Bangladesh Moving Ahead with SDGs. Prepared for Bangladesh Delegation to 74th UNGA Session 2019. General Economics Division. Bangladesh Planning commission. Government of Bangladesh. September 2019.

spending on social protection as a percentage of GDP has been showing increasing trend at 1.77 percent. The NSSS first mid-term review suggested some 60 more projects are falling 5 percent spending category of the total allocation due to its purposeful nature with short duration. These projects will automatically be relinquished in due course time. Figure – 1.2.3 illustrated the current declining trend of social security programmes.

FIGURE – 1.2.3: DECLINING TREND OF SOCIAL PROTECTION PROGRAMMES OF BANGLADESH 2008 - 2019³



Source: Ministry of Finance 2019 (SPPS Programme own analysis)

Table – 1.2.1 showed that the Bangladesh social security programmes by categories, which is a regular budget allocation exercise for Ministry of Finance approved by Social Protection Cabinet Committee headed by Minister for Finance before placing it to National Parliament in total budget approval. The small development projects are too many created impressions that small social security programmes need consolidation. Despite declining trend in current running small programmes, however it was observed that new programmes are keep entering into the system. These small programmes are mainly the policy and infrastructure development related projects, those aims at social security reforms, and development infrastructure for the poor people as a part of shelter, others.

TABLE – 1.2.1: DISTRIBUTION OF NATIONAL SOCIAL PROTECTION PROGRAMMES BASED ON MAJOR CRITERIA, 2008 - 2019

Year	Social Protection (SP)	Social Empowerment (SE)	Cash Transfer	Food Security	Micro Credit: SE	Miscellaneous FUND: SE	Miscellaneous FUND: SP	Running Development projects	New Development projects
2008-09	12	2	2	7	4	5	4	21	0
2009-10	14	2	2	7	2	4	10	36	0
2010-11	14	2	2	7	4	4	10	39	2
2011-12	14	2	2	7	3	4	11	39	11
2012-13	14	2	2	7	3	4	10	45	5
2013-14	17	2	3	9	3	4	9	78	0
2014-15	17	2	3	9	3	8	10	75	12
2015-16	17	2	3	10	5	3	11	80	7
2016-17	16	2	3	9	3	7	11	75	2
2017-18	16	2	4	10	4	10	11	63	8
2018-19	17	2	4	11	4	9	11	60	9
2019-20	17	2	4	11	4	9	11	54	13

Source: Ministry of Finance, 2019

³ Social Security Programmes with no budgetary allocation have been excluded in this analysis.

An incremental trend was also observed when social protection budget indicating a trend of schemes declining, but at the same time rising trend in resource allocation on life cycle risk approach. On the basis of NSSS, the national budget allocation for social security has shown a trend of gradual rise in absolute amount over the last five years, and allocation to life-cycle risk-based schemes is around 72 percent of the total social security budget compare to 50 percent in fiscal year 2014-15, suggesting a mark improvement.

During 2018-19 and 2019-20 fiscal year, according to the NSSS, the Government increased allowances for widow and deserted women, and old age group from 400 to 500 Bangladesh Taka (BDT); and increased beneficiary figures from 1.13 million to 1.15 million, and from 3.1 million to 4.0 million, respectively. The per day wage payment for public works both male and female increased double from 100 to 200 BDT. The beneficiary figures are also increased in other social security programmes during this period, while each social security schemes made doubled in Cox's Bazar districts among the host community due to Rohingya influx and its consequences on the daily livelihoods.

Notable declaration was made by the Finance Minister on pension system as Government of Bangladesh through budget speech has declared 'Universal pension for all (public and private voluntary).' Declaration was also happened in digital payment through account payee to all beneficiaries, and cash benefits through e-payment by mobile services has been introduced in almost all cash benefit programmes under government support.

Mode of payment has been made easy – through bank to beneficiaries' mobile account. Bangladesh Bank has been working on introducing a common payment platform to establish a level playing field for easy money transaction for more than two-dozen e-payment agencies including Bangladesh Postal Department.

The Prime Minister of Bangladesh Government has declared disability benefits for all, and the Cabinet of her Government approved school meal programme for all public school by 2022, while the Social Welfare Minister informed the National Parliament that old age allowance for all by 2025. The Cabinet Division initiated process of Bangladesh Social Security (Coordination) Act 2019 on the basis of NSSS first mid-term review and study findings of Barrier to accessing social security programmes in Bangladesh. The Act mainly focuses on social security governance both national and sub-national level, and addresses beneficiary selection with the provision of reward and punishment against any wrongdoing in selection and misappropriation in cash transfer, and minimize exclusion and inclusion errors. Central Management Committee (CMC) of National Social Security Programmes discussed on the draft and decided to move forward for Cabinet's approval after follows all procedural formalities.

The Gender Policy, and NSSS Action Plans served as roadmaps for next reforms to be carried out in the development of the 8th Five Year Plan. List of individual reforms completed and under way with Line Ministries, i.e. Finance Division, Financial Institutions Division of Ministry of Finance, Ministry of Labour and Employment, Ministry of Women and Children Affairs and Ministry of Social Welfare.

CMC Focal Point presentations at Bangladesh Social Security Conference 2018 has led the NSSS Action Plan. Gender Policy has been finalised and approved by CMC and accordingly Gender Strategy and Action Plan has been endorsed by CMC focal points. Gender focused communication strategy and action plan has also been developed based on communication diagnostic. NSSS M&E Framework finalised, and included in the Bangladesh State of Social Security report, which has been shared in Bangladesh Social Security Conference 2019. Comprehensive Situation Assessment on all relevant departmental related MISs has been completed, which will support in policy decision on single registry of social security management information system at Statistics and Information Division (SID)/Bangladesh Bureau of Statistics (BBS) as a data source to address Bangladesh social security target errors.

One of the major areas of NSSS reform is to consolidate the large number of schemes, often very small in sizes, bring then into five core programmes along with life cycle risks. A consolidation business plan endorsed by the social security implementing ministries. A consolidation process is already in place,

and number of schemes which were more than 150 in FY 2014-15, have been dropped to 125 in current fiscal year 2019-20., which is a bit higher than the previous year showed total social security programmes' figure was 118. This is due to split of one programme, and temporary projects are initiated to address the NSSS reforms.

Despite such encouraging development, there are still around 70 million individuals, which constituted 42.9 percent of population are poor and vulnerable are challenge in addressing poverty and inequality for near future Bangladesh⁴. Over the past three decades, the income share received by the bottom 40 percent has steadily fallen from 17.4 percent to 13 percent. The Gini index increased considerably from 0.39 to 0.48 during the same period. HIES 2016 also showed that 27.8 percent of households, accounting for 28.7 percent of the total population, were covered under at least one social security programme. However, recent UNICEF/BBS conducted Multiple Indicator Cluster Survey 2019 findings showed that 52.7 percent household received any social transfers or benefits in the last 3-month of the survey period⁵.

SPPS Programme conducted NSSS First Mid-term Review 2019 revealed that current national social security programmes could be characterised by high targeting errors in beneficiary selection. If poor and vulnerable households are to be considered as the target population, then the exclusion error, i.e. the eligible households not receiving social security benefits, estimated from the HIES 2016 was a staggering 71 percent. That was, as high as almost three-quarters of poor and vulnerable households remain outside of social security programme coverage. The case for inclusion error, the household that should not have been included in social security programmes, found to be 46.5 percent of all programme participants.

Regarding national social security programmes' impact on country's poverty reduction⁶, the review did simulation exercise using HIES 2016 data. The review explained with following:

"it turns out that in the absence of any social security programme transfer, the headcount poverty rate would have been 0.6 percentage points high than the reported rate of 24.3 percent. When only extreme poverty is considered, the overall impact was estimated as 0.68 percentage points. The stimulated impact on the depth of poverty (i.e. poverty gap) was around 0.2 percentage points both for poor and extreme poor households. This relatively small impact was likely to be attributed to insufficient transfers, inadequate programme coverage, and high targeting errors in beneficiary selection."

The high inclusion error was a major factor responsible for the low poverty impact of social security programmes. simulation results show the headcount poverty to decline to 17.7 percent (against the current rate of 24.3 percent) when the inclusion error is estimated, and the resultant saved resources are distributed among the households below the poverty line in a manner that would be just enough to make them non-poor. This would imply, without any further cost implications, an additional 10.7 million people, belonging to 2.6 million households, could be lifted out of poverty. If only the households below the lower poverty line income are targeted, the extreme poverty would fall by a maximum of 5.9 percentage points, i.e. 9.5 million people from 2.4 million households would graduate from extreme poverty. On the other hand, when – out of the saved resources from eliminating the inclusion error – an additional lump sum transfer of BDT 500 per month is made to the households just below the poverty line the headcount ratio will fall by 3.5 percentage points to 20.8 percent, i.e. more than 5.5 million people would be lifted out of poverty. The forgone poverty impact due to large inclusion errors in social security programmes, along with a transformation towards the lifecycle approach, amongst others, calls for effective implementation of the NSSS.

⁴ 40 million people who live in poverty. Another 30 million people constituted 18.6 percent remain vulnerable, defined as the people with incomes slightly above the poverty line income.

⁵ BBS/UNICEF. 2019. Progotir Pathay – Multiple Indicator Cluster Survey 2019. Survey Findings Report. Bangladesh Bureau of Statistics / United Nations Children's Fund. Government of Bangladesh. December 2019.

⁶ Due to data unavailability, it was difficult to estimate the impact of the NSSS on poverty and vulnerability.

1.3 Key Working Areas under DFAT Support to SPPS Programme and Implementation

The SPPS Programme has from the outset been driving reforms inside the government system and all interventions outlined in current project has been embedded in the government policy and structure. Integration of reforms was provided by the NSSS being embedded in the 7th Five-year Plan 2016-21. Sustainability of reforms is facilitated by 95 percent of the cost of social security programmes under the NSSS being government financed. The reform agenda is, therefore, set by the Government, with all associated actions identified, agreed and owned by the government. This DFAT support to SPPS has primarily focused on effective implementation of the NSSS Action Plans, and pending NSSS reforms, both programmatic and institutional aspects as articulated in the NSSS.

1.3.1 SPPS Programme Objective under DFAT Support

To build on achievements from DFID support to SPPS Programme under SGSP up to 2017, and further advance reforms as laid out in the NSSS, GED of the Bangladesh Planning Commission, the Cabinet Division and the various Ministries / Divisions would benefit from continued support from the SPPS Programme in the areas described in this support programme's outcomes, outputs, and activities proposed time-period.

The overall objective of DFAT support to SPPS Programme of UNDP was: *ensuring that Government of Bangladesh has established and implement a more effective and efficient social protection system, including policies, plans, budget, and programmes.*

It was expected that the said programme would make vital contribution to the impact and development outcomes of approved SPPS Programme document, which is: *poor families being less vulnerable to external shocks (impact) as a people-centric and fit for purpose social security system is developed (development outcome).* Based on the on-going log-frame and lessons learned from SGSP Programme, the activities foreseen under the Department of Foreign Affairs and Trade (DFAT) support to SPPS Programme have been divided into two outcomes (Table – 1.2).

TABLE – 1.3.1.1: OUTLINE OF KEY WORKING AREAS UNDER DFAT SUPPORT TO SPPS PROGRAMME

Outcome – 1		Outcome – 2	
1.	Better governance of social security	2.	Strengthening the delivery of the social security systems
1.1	Policy guidance on NSSS action plans implementation	2.1	Establishing single registry of social security management information systems (MISs) at SID/BBS, with link to policy and decision-making bodies and capacity building
1.2	Strengthening of the NSSS M&E framework to improve efficiency and effectiveness	2.2	Promoting saving habits of social security beneficiaries towards financial inclusivity under G2P and P2P electronic payment systems
1.3	Formulation of and advocacy for NSSS gender policy	2.3	Review of SPPS Programme and NSSS implementation in Bangladesh
1.4	Diagnostic studies to develop an evidence base for policy reforms		
1.5	Development of communication and advocacy, and urban strategy for NSSS		
1.6	Government capacity development on social security		
1.7	Grievance redress system: piloting 2 nd generation online system (demand generation and capacity building)		

1.3.2 Programme Delivery

The SPPS Programme of UNDP - technical assisted a fully government owned project. The Cabinet Division and the GED of Bangladesh Planning Commission – the two key divisions of the Government of Bangladesh (GoB) are the sponsoring and implementing agencies of this project, and SPPS Programme offices therefore, located within these two-agencies, apart UNDP. The office located at General Economics Division (GED), Bangladesh Planning Commission is called Programme Management Unit of SPPS Programme.

The most significant development in social protection area is the development of the NSSS Action Plan for implementing NSSS within stipulated period. An extensive process has been followed in formulating the NSSS Action Plan for 2016 – 2021. The implementing ministries of social security schemes are committed to implement of their respective action plan as these plans were approved by the concerned ministers of the ministries. The Cabinet Division along with other coordinating ministries are responsible to coordination and management the implementation by ministry, national and sub-national level.

The summary of proposed reforms, actions and responsible ministry / division enclosed in Annex-A, and Annex – B showed SPPS Programme’s contribution in NSSS reforms.

1.3.3 Programme Rationale

Reform work is a long-term undertaking, with typically slow progress in the very beginning before people find their feet. Reforms envisaged in the NSSS have only just begun. While there are delays and gaps in implementation, course direction has now been set and it is important not to lose momentum in a reform process just started, lest it be aborted. Even in the short-term, important bridgeheads in the reform process can be secured.

The UNDP SPPS Programme acts as a catalyst of the process of enrolling NSSS and its guided reforms, ensures the broadest possible stakeholder participation and provides expert advice and capacity development. The project proposal keeps in view to address reform gaps: NSSS action plans and their effective implementation short and medium term, improved people’s resilience to shocks and stresses; Civil Society Organisations (CSOs) and Grievance Redress System (GRS); and targeted research and policy diagnostics including first mid-term review of NSSS implementation with an aim to advance further reforms in the Bangladesh social security system.

The Cabinet Division, and the General Economics Division of Bangladesh Planning Commission were the important drivers of augmenting the current NSSS reforms and review the progress. To bring reform according to the guidance of NSSS and its implementation review proved that strengthen social protection governance and institutionalisation of the current CMC is proven to be most effective mechanism. This committee is assigned to lead coordination and consolidation of social security programmes as per approved NSSS. The role of the Cabinet Division is vital as it relates to the official coordination mandate across ministries. The Cabinet Division also works with line ministries as the administrative and political interface in reviewing programmatic performance of CMC ministries / divisions. Thus, is the driver of strategy processes and is the GoB poverty reduction and SDGs policy focal point.

1.3.4 Programme Preparation and Development

For smooth implementation of project activities, SPPS Programme conducted the following preparatory activities in order to achieve the project’s outputs:

- Sound management and coordination arrangements were established from the outset, the SPPS Programme initiated number of governance issues: budget inclusion DFAT support into Atlas (UN global financial software) System; Terms of Reference (ToR), and conducting

activities took prior approval both from Resilience and Inclusive Growth Cluster and General Economics Division and Cabinet Division; follows UNDP financial and procurement system; and regular basis sends project progress reports to Economic Relations Division (ERD) of Ministry of Finance, and Implementation, Monitoring and Evaluation Division (IMED) of Ministry of Planning. SPPS Programme also processes to mobilise key professionals for ensuring timely delivery of planned activities through engaging UNDP HR and Procurement Clusters;

- Throughout the year, the key officials of UNDP Resilience and Inclusive Growth Cluster as well as Senior Management⁷ maintained communication on a regular basis with key policy officials of Economic Relations Division (ERD), the GED, the Cabinet Division, DFID, and SPPS Programme staff for getting appropriate authorities⁸ approval of project no-cos extension;
- Planning Workshop with key government counterparts, including orientation of the concern officials on detailed activities for ensuring government officials clear understanding and buy-in of SPPS Programme's detailed activities and key outcomes for the period of 2018 – 2019.
- SPPS Programme conducted more than 30 broader activities under two broader outcomes. The project therefore established several committees for augmenting NSSS reform process from 35 government agencies who are implementing and coordinating national social security programmes. The committees are: NSSS Monitoring and Evaluation Committee headed by Member, GED; M&E and MIS Focal Point Committee; ICT Focal Point Committee; Gender Focal Point Committee; Communication Focal Point Committee; GRS Focal Points Committee; Urban Focal Points Committee, and Urban inclusion in NSSS – strategy and action plan preparation committee; and NGO Focal Points Committee under Platform for Development (P4P). All these are the additional committees apart, Central Management Committee (CMC) for National Social Security Programmes headed by Cabinet Secretary; CMC Focal Points Committee; NSSS Thematic Clusters; and Local Consultative Group (LCG) for Poverty. Engaging these committees ensures relevant ministries wider participation in SPPS Programme deliveries under two major outcomes aimed to rolling out NSSS and necessary reforms;
- During the reporting period, the project initiated several activities in forward to achieve the milestones. Several Workshops / meetings with: Project Steering Committee (PSC), Central Management Committee (CMC) Focal Points, Thematic Cluster, M&E Committee, M&E and MIS focal points, ICT and communication focal points, GRS focal points, field information collection, communication and consultation preparation, and NGO focal points for augmenting Platform for Dialogue. Several procurement processes through UNDP procurement system were initiated for research, diagnostic studies, evaluation, and strategy preparation, and knowledge sharing tours, others. Several key professional and experts mobilising process started, and several experts started work on key technical areas. Few offices renovations work, procurement of data processing and related equipment and office furniture under operations were completed. In addition, "Scope of Gender Responsive Adaptive Social Protection in Bangladesh" - a qualitative study was conducted in 2016-17 time period under UNDP and SIDA fund with the consent from GED, hence will be internalised under national social security programmes.
- The Project also participate in quarter, half-yearly, clinic session, and annual delivery review conducted by UNDP Country Office, apart, thoroughly engaged in DFID/DFAT Annual Review 2018, where SPPS Programme received rating - A. DFAT annual review 2018 showed that out

⁷ UNDP Country Director, Deputy Country Director, Operations Manager, Results and Resource Management Focal Person, Finance and Procurement and others.

⁸ TPP approval, fund allocation approval, and incorporating project in Annual Development Programme (ADP) required approval from several ministries / divisions (Socioeconomic Infrastructure (SEI) Division, GED of Planning Commission, the Cabinet Division, Ministry of Planning, ERD, and Finance Division of Ministry of Finance).

of ten outputs, six were on track; three were partially on track, and one was out of track. The end of the current support period, the allocated resources has been utilised.

2. PERFORMANCE ASSESSMENT FRAMEWORK (PAF): ACHIEVEMENTS OF TARGETS

On the basis of DFAT Performance Assessment Framework (PAF), the project met most of the set targets, and very few partially met, and unmet.

In 2018-19,

Target: Better governance of social security through NSSS Gender policy, Action Plans, Monitoring and Evaluation Framework and Grievance Redress System.

- NSSS Gender Policy approved by Cabinet led Central Management Committee (CMC), and development of NSSS Gender Strategy and Action Plan endorsed and commenced.
- NSS Monitoring and Evaluation Framework and data collection tool approved by CMC. Draft of first annual NSSS M&E Report (for 2018) completed.
- NSSS Action Plan launched in the Social Security Conference (Nov 2018) engaging 35 Line Ministries. Minister for Social Welfare and State Ministers for Planning and Finance attended.
- NSSS Grievance Redress System on-line platform available, developed by a2i of ICT Division under the auspices of GRS Branch of the Cabinet Division. Orientation of GRS focal points of implementing ministries undertaken.

Target: Evidence base generated on the effectiveness of NSSS reform to inform future government development plans.

- Mid-Term Review of the NSSS in response to CMC decision under GED's responsibility. Draft report completed. Appraised by NSSS M&E Committee. Key findings shared with development partners in LCG – Poverty meeting.
- In addition, 7 research studies on priority policy areas endorsed by CMC commenced. 4 studies completed and appraised by NSSS M&E Committee: 1) Barriers accessing social protection programmes for the poor and marginalised; 2) Cost-benefit ratio analysis on effects of social protection cash transfer; 3) Implication of changing demographics and effects on social protection in Bangladesh; 4) Long-term Effect of Livelihood Promotion Social Security Programs.

Target: Increased budget-as percentage of GDP.

- Budget increased from 2.17 per cent of GDP (2017-18) to 2.54 per cent in 2018-19. Budget expenditure increased from AUD 62.15 billion in 2017-18 to AUD 74.04 billion in 2018-19.

Target: Evidence of action plans being implemented

- 35 secretaries, 50 additional and joint secretaries, and 90 Parliamentarians briefed on NSSS reform progress, NSSS Action Plan, NSSS link to SDGs by Member, GED and Secretary (Coordination and Reforms), Cabinet Division; and Principle SDG Coordinator, Prime Minister's Office.
- Key reform priorities in the Action Plan progressed. Business case on consolidation of small-scale safety net programs developed and CMC focal points engaged. ToR for (stocktake of?) social insurance developed by thematic cluster. M&E reporting and MIS single registry progressed.
- In addition, A National Social Security (Coordination) Act drafted and under law wing of the Cabinet Division.
- Multi-agency committee formed comprising members from Cabinet Division, Finance Division, Statistics and Informatics Division, office of the registrar general, and Implementation Monitoring and Evaluation Division, and General Economics Division (GED) under the Chair of Member, GED.

Target: Partnership with Bangladesh Public Administration Training Centre (BPATC) for foundation, mid-level and senior level officials

- Training curriculum on NSSS and social protection, and Train the trainer for BPATC officials, completed.
- In addition, 12 training institutes within relevant Ministries engaged to review their training curricula on poverty and social protection.

Target: Policy decision on single registry of social security management information system at Statistics and Information Division (SID)/Bangladesh Bureau of Statistics (BBS) as a data source to address target errors

Partially Met

- Agreement reached with the Government of Bangladesh that a more comprehensive feasibility study is required to make an evidence-based decision on the need and requirements for a single registry MIS. NSSS M&E Committee endorsed ToR and appraised the inception report of the feasibility study. Policy decision will be made in 2019/20.

Target: Reduction in the number of social safety net programs

- In line with NSSS consolidation agenda, the number of social protection programmes decreased from 142 in 2016 to 136 in 2017, and further reduced to 118 in 2018 to 114 in 2019. While the government's 2019/20 budget included 13 new small development focused projects, which increased the total number of projects at 123.

In 2019-20,

Target: Better governance of social security through NSSS Gender Strategy and Action Plan, and first Annual NSSS M&E report.

- Gender Strategy and Action Plan developed; first Annual NSSS M&E Report developed. Both presented at Bangladesh Social Security Conference and Knowledge Fair 2019.

Target: NSSS evidence base informs development of next national development plan.

- Research studies feeding into 8th Five Year Plan development; MTR also feeding into it.

Target: Increased budget-as percentage of GDP.

- 2018-19 2.53% and 2019-20 2.58%. Budget allocation shows that government spending on social security programmes has been increased, as total outlay amount to Bangladesh Taka 74,367 crore (about USD 8.8 billion, equivalent to Aus\$ 13.1 billion).

Target: Evidence of Action Plans being implemented.

- MTR gives full assessment of progress (there is both progress and challenges, but there is evidence of implementation).

Target: Policy decision on single registry MIS informed by feasibility study.

- Situation Assessment feasibility study completed, and endorsed by M&E Committee. However, Assessment found many of the relevant platforms are not at operational readiness to proceed with Single Registry. M&E Committee will go for a now revised Action Plan that will include getting the relevant platforms at operational readiness, and then building the Single Registry. Getting the other platforms to operational readiness is the responsibility of several ministries.

Target: Reduction in the number of social safety net programs.

Partial met:

- Current number of programmes stands at 123. The MTR recommends not focusing major resources on small programme consolidation as there are too many political variables on-

going at any given year, which are completely outside the scope of mandated NSSS reforms (in its current form), and the budget of the largest 20 programmes is approximately 80% of the total budget, therefore, smaller programmes are not taking much budget. However, the MTR recommended carrying out a small study to bring to GoB and stakeholders for discussion on next steps. Study completed. Discussions taking place in 2020. (recommend not to include this indicator in future DFAT reporting; it's too far out of the scope of project or even GED or Cabinet control)

3. PROGRESS OF OUTCOMES IN 2018 - 2019⁹

Outcome 1: Better governance of social security:

During the reporting period, the overall key achievements were:

- The Cabinet Division led CMC continues to provide leadership support and set accountability for NSSS reform implementation. Five thematic clusters of NSSS were re-structured and drive for coordination across 35 ministries / divisions involved in national social protection programming. The sub-national level committees were revised, and Department of Social Services was given responsibility to act as member-secretary for committees at the division, district, and sub-district level. Ministries/divisions were involved in developing their respective action plans, which integrated into NSSS Action Plan endorsed by the CMC, and thereafter launched. NSSS gender policy drafting widely discussed in CMC focal points committee, and later on CMC approved the gender policy making provision of NSSS gender strategy and action plan. CMC discussed on M&E framework and data collection tool and first draft M&E report completed. After national social protection conference in 2011, for the first time, Bangladesh Social Security Conference 2018 launched the NSSS Action Plan and a compendium book composition of background diagnostic studies in formulating the NSSS of Bangladesh.
- In 2018, Central Management Committee (CMC) discussed about new scheme on micro-credit for the poorer under Ministry of Social Welfare; emphasised on conducting the mid-term review of NSSS implementation to determine the level of implementation and reforms; appraised NSSS gender policy on the basis of gender diagnostic and initiation of gender strategy and action plan.
- CMC focal points' meeting endorsed SPPS Programme for 2018-19 in 2018 and 2019 and actively participated in nominating names for their respective focal points on reform areas (gender, M&E, Communication, IT, Urban, and GRS) for NSSS reforms through SPPS Programme for the purpose of developing NSSS Gender, Advocacy and Communication, Urban strategies and action plans; M&E orientation and provide inputs in SPPS Programme developed business case for beneficiary selection process and data; grievance redress 2nd generation online platform and pilot sharing, others. On NSSS thematic areas critical decisions were taken: Thematic cluster 'Social Insurance' recommends SPPS Programme to provide support in organising a workshop / dialogue on social insurance by engaging all concerned stakeholders and support to conduct a reform related feasibility study on 'prospective of social insurance in Bangladesh; while thematic cluster Food Security sought support from SPPS Programme in developing action plan on food security and child nutrition and SPPS Programme solicited support to social assistance cluster in revision of field level governance re-shaping on the basis of CMC decision. A full participatory Local Consultative Group (LCG) on Poverty (social protection imbedded) meetings had discussed the poverty situation of Bangladesh based on HIES 2016 findings, where social protection was discussed as a key issue for poverty and inequality reduction in 2018 and 2019.
- Project Steering Committee (PSC) of SPPS Programme discussed several critical issues at length: extension of the project, annual work plan for SPPS Programme 2018-19, NSSS Action Plan including exploring evidence book launch, and host community social protection issue due to Rohingya influx in Cox's Bazar district by including additional programme within SPPS and initiating separate programme on this issue. High officials of the Cabinet Division, General Economics Division, Ministry of Finance, Implementation, Monitoring and Evaluation Division, Socioeconomic Infrastructure Division of Planning Commission, Ministry of Planning and

⁹ A succinct progress of work for the project period (2014-2017) is shown in Annex - F

Economic Relations Division, the DFAT (Australian High Commission) officials, and UNDP management officials also attended the meeting.

- In 2018, support to NSSS reform: concept notes and Terms of References (ToRs) on NSSS single registry MISs; M&E reporting; NSSS mid-term review; and social security programme service delivery consolidation business case were developed. A multi-agency committee titled NSSS M&E Committee notification was issued, based on decision of CMC. According to the guidance of CMC, the members of this committee was determined. TA support augment NSSS action plan implementation, in particular to child nutrition under European Union (EU) budgetary support system. EU consultants received SPPS Programme support in designing their budgetary support of 130 million Euro including TA support of 5 million Euro for child sensitive nutrition programmes as laid out in the SPPS Programme supported NSSS Action Plan. In fact, the NSSS Action Plan helped EU Consultants to determine the amount for budgetary support. Similarly, the World Bank also invested 300 million USD in child sensitive social protection with Local Government Division. On the other hand, the knowledge book on ABCD of social protection of Bangladesh also helped public officials to better understand the country's social protection system, as well as the basic concept and definition of social protection including its pattern with the changing scenario of socioeconomic perspectives of Bangladesh. This knowledge book on social protection of Bangladesh has been developed for multiple purposes: for policymakers, senior officials of 35 ministries; and as well as to help the trainers of Bangladesh Public Administration Training Centre (BPATC) and others (in particular secretaries) who attended or participated as resource person to get oriented on social protection institutional setting.
- The Government of Bangladesh (GoB) continues to make improvements on strengthening governance of the social security system. This is evidenced by public statements of commitment from senior bureaucrats, elected representatives, and the Prime Minister; increasing fiscal allocations for social security; and progress on targeted key National Social Security Strategy (NSSS) reform areas.
- The budget-as percentage of GDP increased in 2019-20 to 2.58 percent of GDP compared to 2.53 in 2018-19.
- Based on findings from the First NSSS Mid-Term Implementation Review (MTR), there has been progress on implementing the NSSS Action Plans. However, to encourage acceleration of the reform process and accountability of the CMC coordination structure, progress against NSSS Action Plans and coordination management will now be incorporated into line ministry Annual Performance Agreements (APA), as per the MTR recommendation. Additionally, a Gender Strategy and Action Plan has been developed for 35-line ministries and adopted in the CMC Focal Points committee; these specific reforms will strengthen social protection gender responsiveness throughout the social security system. This Gender Action Plan reform process will be complemented by a Gender Integrated Advocacy and Communication Strategy and Action Plan was developed. Additionally, an urban strategy and action plan draft has been developed. It may be relevant to mention here that the NSSS is for 10 years strategy (2015-2025) for Bangladesh, and current NSSS Action Plan had been developed considering the mid-term goal (2016-2021). Therefore, all above-mentioned participatory strategies and action plans would be incorporated in the NSSS Action Plan 2021-2025, which will be implemented by 35 ministries / divisions.
- Social insurance is key to social protection floor, which is at present absent in Bangladesh. NSSS clearly spelled out in social protection reform that National Social Insurance Scheme (NSIS) should be developed based on feasibility study with designing a pilot framework which will be tested in formal sector by Ministry of Labour and Employment (MoLE). On the basis of lessons of formal setting, a replication should be attempted for informal setting. The MoLE will share the lessons with Financial Institutions Division of Ministry of Finance to support in

drafting the NSIS of Bangladesh. The Ministry of Finance thereafter will develop an NSIS Act for Bangladesh and take forward the draft for Cabinet approval and final approval from National Parliament, and Honourable President of Bangladesh. Thereafter, this NSIS Act will be implied for all formal and informal settings. In this regard, SPPS Programme under given responsibility from CMC, conducted a feasibility study and developed a draft framework for introducing social insurance of Bangladesh. The draft study and framework will be feeding into larger national stakeholder discussions on advancing unemployment, injury, sickness, and maternity insurance type schemes throughout the country.

- A total of 7 key studies and 3 situation assessments were completed in 2019, which will be used to inform NSSS reform decision-making from 2020. For example, the Barriers on Accessing Social Protection study, through detailed field surveys and key informant interviews, identified specific barriers at the administrative, geographic, and political level that need to be addressed; findings and recommendations will be used to improve access to key demographic groups such as women, children, and persons with disabilities. Currently, four coordination committees are functioning at the national level: Central Management Committee; Five Thematic Clusters; NSSS M&E Committee; and CMC Focal Points Committee. At the sub-national level, three committees are functioning: divisional coordination committee; district coordination committee; and upazila (sub-district) implementation committee. CMC which was initially known as the Central Monitoring Committee following the instruction of the Prime Minister was later reformed to become the Central Management Committee. This reform of CMC and as well as the establishment of several other committees were all done by the SPPS Programme. SPPS Programme conducted each study and situation assessment which was fed into the CMC coordination structure committees for review and decision-making; these studies were presented at the 2019 Bangladesh Social Security Conference, and will be considered as background paper for 8th Five Year Plan development as well feed into the preparation of the GoB's 8th Five Year Plan chapter on Social Protection. The General Economics Division (GED) is responsible for developing policy and plan for Government of Bangladesh, therefore SPPS Programme study findings will be feeding into the preparation of 8th Five Year plan (2020-2025), which will maintain a consistency of NSSS. Moreover, the ministries which are involved in social protection programming in Bangladesh will use the study findings for estimating beneficiaries for their programmes and budget; and Ministry of Finance will determine future budget needs based on that. NSSS for 2026+ will use study projections for better strategy development.
- Formal training, endorsed by the Secretary Coordination & Reform, Cabinet Division, with GoB officials representing 18 government training institutions was completed in 2019. Over 150 key senior bureaucrats and parliamentarians now have improved knowledge of and capacity to carry out NSSS reforms. This was significant because it built strong political support for the reform process and empowered key actors with the necessary information to monitor and implement key action steps. However, due to the extensive scope of the reform process, further, targeted technical capacity building support is recommended going forward. Government has declared universal disability benefits, and universal old age allowance from 2025, an evidence of their improved knowledge on NSSS reforms. The number of beneficiaries and budget has also been increased in national budget.
- A positive development from the GoB as a response from the MTR, Barriers study, and NSSS capacity building, was from the Secretary Coordination & Reform of Cabinet Division, which was later endorsed by CMC, was to prepare and develop for legislative approval a 'Social Security Act (Coordination)'. A draft Act has been prepared in 2019 and is under formal review with the Cabinet Division.

Outcome 2. Strengthening the delivery of the social security systems

During the reporting period, the overall key achievements were:

- Mid-term review of the NSSS implementation was the responses to government decisions. NSSS M&E Committee appraised the findings of the mid-term review NSSS M&E Committee. Key findings were also shared with LCG-Poverty meeting, and appraised to the senior officials at the policy level, including Members of the National Parliament. SPPS Programme draft final evaluation confirmed despite enormous obstacles, the project has created a stronger body of evidences towards strong outcomes generated by the project.
- The completion of the First NSSS Mid-Term Implementation Review (MTR) was a key monitoring achievement in 2019 which identified in detail the progress and challenge areas of NSSS reforms to date. The MTR has been presented to the various CMC coordination structure committees and findings and recommendations are being reviewed and prepared for action steps for implementation from 2020. Critical issues going forward for the CMC coordination structure: reducing beneficiary exclusion errors, adopting and planning to act on MTR recommendations, national social insurance scheme, child-benefit scheme consolidation, and value of cash transfers in key schemes. Overall, the MTR has been extremely valuable for the GoB, ensuring an independent monitoring assessment of performance to date, holding the GoB accountable, and informing future years decision-making.
- MTR findings are currently being used to formulate the Bangladesh's 8th Five Year Plan.
- A Situation Assessment feasibility study toward supporting the developing of a national Single Registry was completed in 2019, and endorsed by the NSSS M&E Committee. The Assessment found many of the relevant platforms require improvements to get them operational readiness to proceed with Single Registry. The M&E Committee will proceed with a revised Action Plan that will include getting the relevant platforms at operational readiness, and then building the Single Registry. Getting the other platforms to operational readiness is the responsibility of several ministries.
- A Digitized Government-to-Person (G2P) study was completed in 2019, with high-quality, randomized controlled trial data findings. Findings were presented at the social security conference 2019; many positive comments on the research quality from several participants, and a request for the report for citation purposes. Findings will be incorporated at a more detailed level for a potential universal old age and persons with disability pilot (lessons on mechanics and trust will be directly relevant for these population groups). The evidence-base serves as a high-quality policy tool to advocate the GoB to scale up nationally digitally offerings for all beneficiaries of social security cash transfers, and support service providers and government administrative operations based on key findings.

3.1 Outcome – 1: Better governance of social security	
Activity - 1.1.1: Inter-ministerial Central Management Committee (CMC) meetings bi-annually	
Purpose: Strengthen coordination and follow up NSSS progresses, reforms, guidance and approval at the CMC, M&E Committee, CMC focal Points, Thematic Clusters level	
Output 1.1: Policy Guidance on NSSS Action Plans Implementation	
<p>CMC thoroughly discussed the gender inclusion of NSSS (NSSS gender policy, strategy, and action plan 2021-2025), and endorsed the gender policy and gave consent on NSSS gender strategy and action plan development. CMC also emphasised on making the Bangla version of the policy available for greater understanding and for it to be uploaded on the website to reach a wider group. Also, the Cabinet Division advised SPPS Programme to integrate the gender strategy and action plan in the NSSS revised Action Plan for 2021-2025.</p> <p>A proposed policy on interest free consolidated microcredit for the poor to be implement by eight ministries, submitted by Ministry of Social Welfare was widely discussed in a number of meetings. The policy later approved by the Honourable Prime Minister.</p> <p>CMC showed concern on the NSSS thematic clusters meeting on regular basis, and provided guidance on conducting meetings on a quarterly basis, instead of once in two-months. CMC also emphasised on conducting other sub-national level coordination meetings and endorsed reform in sub-national level coordination structure. Social Welfare Officials located at the sub-national levels was given Member-Secretary responsibility at Division, District, and Upazila (sub-district) level committees, which earlier was look after by Assistant Deputy Commissioner (General).</p> <p>CMC discussed thoroughly the National Social Security (Coordination) Act, and on principle agreed to move forward after further reviewing the draft Act. The Act is now under law wing of the Cabinet Division for scrutinising the details in line with other relevant Acts.</p> <p>CMC showed great concerns on National Social Insurance Scheme (NSIS), and inability of developing NSIS Act due to lack of capacity and resources of conducting social insurance feasibility study and pilot in formal setting by Ministry of Labour and Employment, and developing Act by Financial Institutions Division. CMC constituted a committee headed by Secretary, Coordination and Reforms of Cabinet Division to resolve this important reform issue. SPPS Programme was given responsibility to conduct the feasibility study and a framework on social insurance.</p>	
What Works	CMC can take high-level decision at a quick pace on some issues which have already been considered by sub-committee, or lower committees; CMC’s can provide endorsement and approval of certain, complex technical priority areas which allow for work to begin; and CMC can instruct certain Line Ministries to take up specific tasks. Example: CMC instructed GED to do the 1 st Mid-Term Implementation Review.
Limitations	<p>CMC cannot interfere at the ministerial level directly, if concern ministry(ies) didn’t notify their problem areas or inability to address the reforms or seek CMC coordination support;</p> <p>not all assigned secretaries attend the CMC meetings due to their pre-engagement, and represented by alternate official, may not well versed in the priority subject matter;</p> <p>regular administrative departmental transfers, retirement take place within the GoB, and new person may not fully up to date on the complexity of the matters;</p> <p>Quality decision-making in the CMC coordination structure requires substantial time, however, members may not always have the time to meet and discuss issues at length. This can sometimes result in decisions that are not based on full input from all relevant Members or the entire agenda is not discussed due to time constraints. Example challenge: directive will be given for Members to review externally within 2 weeks and then send feedback, and regardless of feedback sent, Chair may make an executive decision in own office;</p> <p>There’s also a lack of follow-up on decisions from the Cabinet Division. It’s never been UNDP’s role to support this as it’s supposed to be Government workings;</p> <p>Other Line Ministries produce some research related to social protection, but they typically do not share it with CMC and other Line Ministries for consideration; and</p> <p>While certain high-level decisions can be made at the CMC which can have effects on the actions of other Line Ministries, there is a real challenge in engaging the CMC stakeholders in meaningful, detailed</p>

	discussions on policy options which require significant amounts of due diligence – time constraints, technical capacity, and proper decision-making and follow-up feedback processes, are the key issues here. The technical development of the action plan was largely supported by UNDP. This included technical drawing of actions to results, language, and connection to NSSS specific outlined reforms. It is unlikely the Action Plans would have been developed without the external technical support.
Next actions	Place technical units in key line ministries to support relevant representative engagement in the CMC coordination structure; and reinvigorate NSSS sub-committee of NSSS development – small secretarial committee headed by Cabinet Secretary Chair and Member, GED as Member-Secretary. Action Plans will expire by June 2021; therefore, revisions and updates to the Action Plans should be considered.

Activity - 1.1.2 CMC focal points' meetings quarterly

The CMC Focal Points had played active role by endorsing SPPS Programme's work plan for 2018-19. The focal points and alternate focal points of 35 ministries / divisions were also actively engaged in reviewing GED developed 'Business Case' template for small programme consolidation by participating in the template-based exercise. These members took responsibility to present on action progress of their respective ministry / division in Bangladesh Social Security Conference 2018, which provided a baseline conception in conducting the first mid-term review of NSSS implementation. CMC focal point committee is a very interactive participatory committee, which has been created to inform and support CMC members, i.e. 35 secretaries. The additional / joint secretaries of 35 ministries are the member of this committee. This committee endorses reform related activities. After completion of National Social Security Conference 2018, this committee met and discussed pros and cons in details, and suggested future programming. The CMC focal points also participated in the NSSS first mid-term review actively, and participated in post 2018 Bangladesh Social Security Conference reflection discussions. The CMC focal's aspiration and suggestions were addressed in the 2019 Bangladesh Social Security Conference and were designed based on guidance provided by CMC focal points. CMC focal points also participated in discussion on MTR findings and provided updates on key areas: child and lactating mothers' allowance and participated in discussion on common lessons learned from child nutrition programme implemented by Ministry of Women and Children Affairs and World Bank financed JATNO Project of Local Government Division. They also participated in discussion on social insurance and its needs in NSIS, and errors in beneficiary selection findings from MTR and taking lessons from knowledge sharing visit in Indonesia. All these discussions and MTR findings in particular accessibility to social security programmes and exclusion and inclusion errors have germinated the idea of drafting the Social Security (Coordination) Act.

What Works	Used as a knowledge platform by primary and alternate members. Benefit of alternative members being able to participate and later de-brief Secretary on development, and participate at CMC in lieu of Secretary, and present the update of reform works.
Limitations	Time constraints which are typically due to Chair. Additionally, members may not always have enough time to brief their secretaries on issues that will be discussed at CMC.
Next actions	Place technical units in key line ministries to support relevant representative engagement in the CMC coordination structure.

Activity - 1.1.3 Thematic Cluster meetings quarterly

Usually all NSSS thematic cluster mainly discussed the performance of their respective ministries' social protection programmes. The Food security and disaster assistance, social insurance, and labour and livelihood clusters more frequently met during the reporting period. These clusters mainly discussed the performance of respective ministries' social security programmes; Labour and Livelihood Cluster reviews the existing wage rate compare to current market labour price, and payment modalities in particular Finance Division drafted a road map for G2P through e-payment for different social protection programmes; and Social Empowerment Cluster discussed the feature of MISs of primary and secondary school stipend programmes and possible way to establish link to the road map. Social Insurance Clusters discussed on the study ToRs along with Insurance Development and Regulatory Authority (IDRA) and Financial Institutions Division (FID) on social insurance feasibility study with the support of SPPS Programme. One example was, this cluster discussed their inability to conduct the feasibility study as guided by NSSS on social insurance, which they later on brought into CMC's notice. CMC later on decided to constitute a sub-committee headed by Secretary, Coordination and Reforms of the Cabinet Division to look after this issue, and thereafter SPPS Programme was given responsibility to conduct the feasibility study. On the other hand, the Food Security Cluster hold a consultative workshop where they discussed the issue of cash for work, instead of food for

work in disaster-related crisis situation, which they later on appraised the CMC. The NSSS thematic clusters were supposed to meet all together 20 times in total in a year, but in reality, they met on an average once or twice in a year.	
What Works	There have been some examples of critical discussions: 1) Human Development & Social Empowerment Cluster discussed key reforms under G2P and electronic payments leading to some coordinated efforts under this prior to directives from the Ministry of Finance; 2) Social Insurance Cluster discussing the insurance issue, although no resolution was found as it's quite complex, but sought support from the CMC, then CMC gave responsibility to Secretary of Coordination and Reform of Cabinet Division, which then sought support from UNDP; 3) Labour / Livelihood Interventions Cluster has had meaningful discussions on Employment Generation Programme for the Poorest Poor [EGPP] programme around areas of improvement.
Limitations	The above examples are quite limited in number. They are not meeting at required frequency of meetings. At meetings, typically only discuss performance of activities within their respective programmes, but lack critical issues such as monitoring of key areas, or investigating priority areas such as targeting and selection, and harmonization. There's also a lack of representation of technical staff at these meetings.
Next actions	Focus resources on the other parts of the coordination structure (CMC, M&E) which can take higher-level decisions. At end of any next phase, the objective should be to hand-off all coordination support to GoB.

Activity - 1.1.4 Key ministry-based meetings quarterly

- CMC is not always able to meet and participate in quality discussions on research based evidence. Therefore, according to the action plan of GED, CMC decided NSSS M&E Committee to look after the quality work for reform, in particular diagnostic studies, plan, other issues related to reform under GED along with other relevant coordinating ministries. SPPS Programme provided support to NSSS M&E Committee. Similarly, Ministry of Labour and Employment, Financial Institution Division, and Ministry of Food, sought support from SPPS Programme's TA in critical reform areas. UNICEF, WFP and EU also sought support from SPPS Programme on different issues related to implement their activities.
- Three Key ministry-based meetings held in 2019. The ministries / divisions were: General Economics Division (GED) and Implementation, Monitoring and Evaluation Division; Cabinet Division and Statistical and Informatics Division (SID) / Bangladesh Bureau of Statistics (BBS); Ministry of Labour and Employment, Financial Institution Division (FID) and Insurance Development and Regulatory Authority (IDRA); and Ministry of Food.
- SPPS Programme developed a concept presentation including a ToR on social insurance feasibility study. The concept presentation shared in the CMC focal points' meeting and presented in Bangladesh Social Security Conference 2018 where Bangladesh insurance sector stakeholders attended and participated in the discussion. In addition, a concept presentation including social insurance feasibility study and a framework development ToR was also shared in several consultation meetings with Ministry of Labour and Employment, and Financial Institutions Division, General Economics Division, and NSSS M&E Committee. GED took responsibility to conduct the study on social insurance feasibility and framework study with TA support of SPPS Programme.
- USAID, EU, IFPRI and FAO, in collaboration with Ministry of Food and GED sought SPPS Programme TA support for Formulation of Bangladesh food and nutrition security policy and action plan, and monitoring the food security to Ministry of Food in relation to NSSS.
- TA support was provided to Ministry of Food to organize a consultative workshop on the issue of converting food-based workfare programme to cash transfer programmes as per guidance of the NSSS. SPPS Programme explained to the audience to understand how food security and food for cash is cost effective instead of transferring food. After analysing the pros and cons of discontinuing the food-based workfare programmes the workshop identified several negative impacts. For instance, in many cases the Ministry of Food had to use helicopters to continue supply of food to food crisis areas, particularly in hard to reach areas where market opportunities are limited. TA support to Cabinet Division and GED in drafting Bangladesh Social Security Act (Coordination) for setting better accountability within ministries and field administration. The CMC focal points and CMC – the Inter-ministerial Committee had participated in two separate discussions. The meetings mainly discussed the inclusion and exclusion errors, nepotism, and corruption in beneficiary selection process at the field level, and progress in low reform within the stipulated time frame, which the ministries were committed to do in the approved NSSS Action Plan. The CMC focal points meeting thereafter felt that those are involved in social protection programming in Bangladesh should be under a legal binding

to follow the NSSS and its action plan. The Act also proposed reward and punishment for good work and bad (errors in selecting beneficiaries and corruption) works, respectively.	
What Works	NSSS Monitoring and Evaluation Committee - Easier to call this NSSS M&E Committee to meet because the Chair is GED – the Division of Planning Commission was key and most instrumental in developing the NSSS. This committee constituted by CMC based on guidance of NSSS and Action Plan lead by GED with the authority to endorse the social protection related studies, research, review, plan, others. NSSS M&E Committee is an effective forum to discuss the technical areas and a think tank on social protection policy areas which may lead to incorporation into national policy and support to CMC in decision making. FAO, WFP, and World Bank have expressed interest to place their social protection issues in this NSSS M&E Committee. Regular questioning of Bangladesh Bureau of Statistics on progress updates of household database and national population registry, and other surveys.
Limitations	Originally, it was comprised of 5 key Line Ministries, however, the CMC decided to incorporate all Thematic Cluster leads, other Line Ministries, and Registrar General Office. This has made the committee diluted, and often non-technical members are now representing their offices but not contributing or understanding the issues at all.
Next actions	Continue to focus on the committee, bringing forward key pieces of policy proposals, and provide the briefing material at least two-week notice to representatives before they are coming to a meeting.

Key achievements:

- Approved NSSS Gender Policy, and agreed on NSSS Gender strategy and action plan.
- Thematic clusters’ meeting on quarterly basis, instead of bi--monthly. Divisional social security committee constituted; district and upazila committees re-constituted. NSSS M&E Committee for NSSS Reforms constituted. NSSS M&E data collection commenced. CMC Focal Points participated in data collection and reporting for the Mid-Term Review.
- Critical issues going forward for coordination structure: reducing beneficiary exclusion errors, adopting and planning to act on MTR recommendations, national social insurance scheme, child-benefit scheme consolidation, and value of cash transfers in key schemes. NSSS Action Plan progress and coordination structure accountability to be incorporated in line ministry Annual Performance Agreements (APA). Consensus on NSSS Action Plan launch and organise Bangladesh Social Security Conference and Fair.
- Social Security Act (Coordination) draft endorsed in principle. Further work in reviewing, getting stakeholder feedback, debate in Parliament, and approval are next steps.
- Food Security and Disaster Assistance Cluster critically reviewed the current rate of wage payment, and emphasised the rate is too low (200 BDT per day) according to existing market rate (average 400 BDT). Finance Division drafted a road map for G2P through e-payment for different social protection programmes. The cluster requested a2i to provide necessary support in establishing MISs for Primary Student and Secondary Stipend programmes.
- Insurance cluster discussed on piloting social insurance and National Social Insurance Scheme (NSIS) development with a recommendation for TA support through SPPS Programme.
- Financial Institutions Division, Ministry of Labour and Employment, and Insurance Development Authority (IDRA) agreed on social insurance situation analysis ToR in a consultative workshop.
- Action Plan influenced DPs to invest in social protection in Bangladesh. For example, World Bank invested USD 300 million in Jatno child-sensitive nutrition programming with LGD; EU USD 130 budgetary support primarily around maternity and children; private sector investment into SWAPNO [women’s livelihood and empowerment].

Output-1.2: Strengthening of the NSSS M&E framework to improve and effectiveness

Purpose: Effective and efficient M&E and research to strengthen national social protection programmes and support CMC to monitor and improve management of national social protection programmes from policy perspective.

Activity - 1.2.1 Dialogues and workshops on M&E framework with ministries

Consultative workshop held with M&E focal points of 35 concerned ministries on draft M&E framework and format. Comments from all participants were incorporated into the M&E framework and data collection tool, which was also approved by CMC.

Activity 1.2.2 Orient key persons of each implementing agencies including sub-national level officials on M&E framework and data collection tool

Orientation provided to M&E focal points, the national level officials of 35 concerned ministries who agreed to provide support on M&E format. The sub-national level officials were not included due to lack of such structure available in dealing particularly the social protection M&E issues. The participants of the orientation workshop agreed on M&E framework and data collection tool as well as reporting system.

Activity 1.2.3 CODI data collection from programmes – half-yearly basis

Core Diagnostic Instrument (CODI) to social protection policy analysis framework shared with CMC focal points. Re-assessment on collected data for 2017 completed. Second round assessment completed with the active participation of the concerned ministries. Core Diagnostic Instrument (CODI) for social protection policy analysis framework shared with CMC focal points and CMC. Two assessment and reassessment completed and incorporated in the NSSS 1st MTR and M&E report. As several of these assessments were done within short span of time, there were hardly any significant changes in high level indicators.

Activity - 1.2.4 Dialogues on – NSSS annual M&E report

NSSS M&E Committee discussed on M&E framework, data analysis process, and results of collected data including CODI analysis; and the M&E Report as titled 'State of Social Protection 2018-19' presented in Bangladesh Social Security Conference 2019.

Key findings were: Reforms under the NSSS have had a direct impact on the social security budget of the country; employment generation programme for the poor scheme indicates a decline in the national budget however this programme remains strongly entrenched in the system; the development support for special needs schemes was introduced in 2019-19 fiscal year; vulnerable group development budget shows declining trend; over the years the social security budget allocation increased substantially; some progress has been made on establishing reasonable legal provisions, institutional arrangements, and other frameworks to ensure coordination, integration and complementarity across some social security programmes; coordination among NSSS implementing line ministries is on-track, however, significant improvements will need to be made in 2019 and 2020 to achieve 100 percent of all planned thematic coordination activities.

Activity - 1.2.5 Social Security programmes' national conference and fair

Social Security Conference held, engaging 35 Line Ministries, NGOs, Civil Society, and Private Sector in one venue for the advancement of social security in Bangladesh in 2018. The conference was stock taking of reforms by ministries. NGOs and private sector engaging in social protection programming in Bangladesh were also participated in this conference. A knowledge fair increase enthusiasm among the ministries to know each other programmes. NGOs and private sector also participated in the programme. The CMC focal points in post conference meeting opined a scientific conference in 2019 would help them to critical understand reforms progress.

Bangladesh Social Security Conference and Knowledge Fair 2019 has been designed based on CMC focal points guidance. The conference focuses on SDG goal – 1: No one left behind. The conference engages 35 ministries, NGOs, private sector as well as all development partners working in social protection field in Bangladesh. More than 25 evidence-based diagnostic, review, evidence and evaluative papers presented in the conference.

What Works	<p>Creates more enthusiasm among the concerned ministries on progress at the result-based indicators, and active participation in CODI assessment matrix to see the changes from baseline. Also, better understand the progress of reform at individual ministry level.</p> <p>National social security conference is a good forum for stakeholder participation, knowledge sharing, dissemination, and buy-in. The interest in participation is very high but incorporating all the voices of stakeholders is difficult.</p>
Limitations	<p>Most of the implementing ministries lack with M&E capacity and assigned person to look after M&E issue. In many cases, commitment missing was observed. Many focal points without regular follow up, never willingly filled out or send relevant information on M&E. One of the major sources of M&E data would be from social protection MIS data through a Single Registry. Absence of single registry MISs make policy unable to take effective decision making. Availability of a single registry Master Plan and readiness of implementing ministries to comply with the proposed system are key to the success of establishing a single registry MIS. Also, the success of a single registry MIS requires concerned ministries / divisions readiness, which is grossly absent. There is also the need for technical assistance to make respective ministries / divisions MIS functional, and link it to Bangladesh Bureau of Statistics (BBS) in order to establish Single Registry system, budgetary system and payment platform (iBAS++) system of Ministry of Finance.</p> <p>Organizing national social security conference is very difficult to coordinate all the Line Ministries and senior bureaucrats, despite planning well in advance, changes to dates often mandated by senior secretaries which cannot be refused. Limited follow-up mechanisms on all the presented research. Current practice: UNDP collected and uploaded all presentation material and studies on its website (http://socialprotection.gov.bd, where SPPS Programme generated reports are available), but it seems that this practice is not clearly understood.</p>
Next actions	<p>Focus resources on the other parts of the coordination structure (CMC, sub-committee, and M&E committee) which can take higher-level decisions. Technical Units will regularly follow up with the ministries to receive updated information for decision making.</p> <p>Based on Single registry MIS feasibility study and a master plan would provide guidance to each individual ministry of their actions on MIS, and link to a single registry, which will be set up at SID/BBS and accessible to all. SPPS Programme conducted the Single registry MIS feasibility study which assessed the current situation of MISs and provided a guidance of future Master Plan development. Noteworthy that the single registry MIS will contribute to M&E reporting and support the governance structure in policy making.</p>

Key achievements:

- Agreed on M&E framework and report.
- CODI Assessments incorporated in NSSS 1st MTR.
- M&E report titled “State of Social Protection of Bangladesh’ shared in the Bangladesh Social Security Conference 2019.
- Book launch held on the NSSS Action Plan, Book on NSSS Background Studies; and Knowledge and Learning tool – ABCD of Social Protection of Bangladesh in Bangladesh Social Security Conference 2018.

Output-1.3: Formulation of and advocacy for NSSS gender policy	
Purpose: NSSS gender policy to ensure that the social security system of the country is gender sensitive and gender responsive, and social protection gender issues to guide implementation of the NSSS Action Plan.	
Activity - 1.3.1 Consensus seminar on NSSS gender policy and action plans	
NSSS Gender strategy and action plan draft template developed based on approved NSSS Gender Policy. Draft strategy and action plan for consultations was re-scheduled and accomplished from December 2018 to April-May 2019. A draft study report on 'Scope of Gender Responsive Adaptive Social Protection in Bangladesh' was finalised. The study conducted by UNDP in 2016-17 time period with SIDA fund support. Draft strategy and action plan shared with CMC focal points of 35 ministries / divisions, and comments / observations were incorporated in the draft plan.	
Activity 1.3.2 Launch of adopted gender policy and action plans	
NSSS gender strategy and action plan shared with wider stakeholders in Bangladesh Social Security Conference 2019. NSSS Gender Strategy and Action Plan web-version available in SPPS portfolio in Cabinet Division website.	
What Works	When acquiring the right experts, exceptional outputs are produced. For example, although having to accommodate the timeline, the Gender specialist brought on for several gender development outputs produced high quality and in alignment outputs. Getting expert(s) on time was a challenging issue in particular to dealing the complex discipline of social protection related to gender, but once on board for particular task the programme got benefits on number of areas at the output level.
Limitations	These highly technical areas have had delays to the specialized nature of the outputs which resulted in lengthy procurement timelines. For example, in Gender, the most highly specialized national (national is very important for these context specific issues) was procured, however, had to accommodate the expert's own timeline who was engaged on multiple fronts with various government departments. GoB dependent on external support for technical understanding and capacity on implementing Gender Action Plan.
Next actions	Three mitigation measures: 1) for highly specialized technical procurement activities, UNDP will engage the full suite of advertisement measures, including online, newspaper, and direct invitations to suitable identified experts; 2) lengthen the advertisement period; and 3) plan the timetable for delivery in a realistic and flexible manner. Additionally, the GoB requires advisory support on the implementation of Gender Action Plans; any future policy work with GoB should extend high-level gender advisory services to Gender Action Plan implementation.

Key achievements

- Gender strategy and action plan up to 2025 endorsed at the CMC focal point level. This will be an agenda in future CMC meeting for endorsement, when CMC will endorse the NSSS revised Action Plan 2021-25 where gender action plan will be incorporated. Too many action plans implementation will be difficult for ministries to implement. Therefore, Cabinet Division suggested making one action plan incorporating all.

Output-1.4: Diagnostic studies to develop an evidence base for policy reform

Purpose: policymakers and programme planners across ministries require a reliable evidence base to better inform the design and implementation of more effective and comprehensive social security interventions; and diagnostic research answering to the critical questions raised by social protection line ministries and other stakeholders.

Activity - 1.4.1 Policy research on vital reform areas

Seven studies are completed in 2019. These are:

- 1) Cost benefit ratio study on effects of social protection cash transfers (address the cash benefit programmes effectiveness in social protection will fit in future programme consolidation, as well as background document for 8th 5Year Plan, and NSSS 26+);
- 2) changing demographic scenario and effects on social protection in Bangladesh (gives an estimation of future population scenario and social protection programming will contribute in future budget allocation by ministries, 8th 5-year plan in poverty, and social protection chapters, and NSSS 2026+);
- 3) Barriers of accessing social protection programmes for the poor and marginalised (factors impede in accessing social protection in particular to the marginalised and poor will contribute to programme and operational issues by programme by ministries, 8th 5-year plan in poverty and social protection and marginalised group chapter, and NSSS 2026+);
- 4) Long-term effects of livelihood promotion of social security programmes (understanding on impact on poverty and replications of good programmes, will contribute to programme replications, 8th 5-year plan as evidence in poverty and social protection chapter and NSSS 2026+);
- 5) analysis to increase efficiency and effectiveness of small social security programme harmonization (will contribute in small programmes' efficiency and effectiveness and its replicability or merging with bigger programmes, or close-down in future by ministries, will support poverty, social protection, and empowerment chapter of 8th 5-year plan, and NSSS 2026+);
- 6) evaluation of the existing workfare programmes in terms of coverage and skill development and its link with the job market (understanding the nature of informal wage-based livelihood skills in relations to existing job market and government's plan to create employment for working age group, will reflected in employment part of 8th 5 year plan including social protection and empowerment, and NSSS 2026) ; and
- 7) diagnostic for urban poverty and the social security needs of the urban poor (understanding the complex nature of urbanisation in coming days with complexity of addressing urban inhabitants through social protection by metropolitan, city, town will be reflected in urban action plan 2021-25 by ministries, at 8th 5 year plan in urban and social protection part, and NSSS 2026+).

Apart, one additional study titled, 'Situation analysis: a perception study of persons with disability in Bangladesh' has been completed. (This study completed with the support of Centre for Disability in Development (CDD) in Bangladesh, attempted to addresses the factors and challenges that affect the participation of the persons with disabilities; and provide way forward to address the access barriers, which will be addresses in future scope of pilot study with the participation of DPOs, will be use in 8th 5 year plan in marginalised chapter, and NSSS 2026+).

SPPS Programme conducted all studies, and reviews are completed. Compendium of research in Bangladesh is under process of printing.

Activity 1.4.2 Seminars on diagnostic studies

Findings of diagnostic studies shared with wider stakeholders for dialogue in Bangladesh Social Security Conference 2019. The key findings are also shared with NSSS M&E Committee and comments incorporated in the studies. Conference report 2019 captured the proceedings.

Activity - 1.4.3 Book launch based on diagnostic papers

Book launch captured the opportunity of Bangladesh Social Security Conference 2018 widely participated by all concerned ministries / divisions of GoB, Development Partners, INGOs, private sectors, civil society and social protection practitioners. Book titled: Exploring the Evidence: Background Research Papers for Preparing the National Social Security Strategy of Bangladesh (NSSS); NSSS Action Plan 2016-2021; and ABCD of Social Protection in Bangladesh was launched Bangladesh Social Security Conference 2018.

What Works	Excellent evidence-base of research established that has contributed, both in informal and formal ways, to policy level decision-making (i.e. Barriers to Accessing Social Protection influenced preliminary thinking on Social Security Act legislation; MTR influencing GoB thinking on reducing exclusion errors). All research is feeding into the development of the 8th Five Year Plan, NSSS governance, and NSSS 2026+.
Limitations	A clear, standardized decision-making route for research is not established. Although the majority of outputs have contributed to policy level decision-making, there are many rounds of informal dissemination (which also means unreported / undocumented) and behind the scenes briefing. Research is called into different committees at different times. Further, the level of due diligence consideration should be improved.
Next actions	Terms of Reference for internationally available research tenders should mandate that at least 1 national team member be brought onto the team. Additionally, all formal research outputs should have the clause and timetable availability for a dedicated peer-review by a reputable academic. Longer timelines need to be incorporated to include 1) GoB feedback into draft rounds, which usually take at least 1 month; 2) stakeholder feedback; and 3) proper dissemination and communication; and 4) decision-making on findings / recommendations / options. Outputs should be streamlined into a realistic timeline to allow for proper due diligence by all the relevant stakeholders, and allowing for line-by-line findings / recommendations to be accepted with action point or rejected with no action.

Key achievements

- All ministries / division of GoB presented their progress of work based on NSSS action plan, while key INGOs and private sector organisations / agencies presented their progress of work in the field of social protection in Bangladesh Social Security Conference 2018; and all diagnostic papers and NSSS mid-term review and M&E report conducted by SPPS Programme and other agencies were shared in Bangladesh Social Security Conference 2019. NSSS background diagnostic studies, NSSS Action Plan, and ABCD of Social Protection in Bangladesh launched in the conference 2018.
- 7 Studies + Perceptions of Persons with Disability completed.
- Presentations for dialogue at Bangladesh Social Security Conference 2019 and at M&E Committee under CMC coordination structure
- Research currently being used to formulate Bangladesh 8th Five Year Plan

Output-1.5: Development of communication and advocacy, and urban strategy for NSSS
Purpose: NSSS has been under implementation without a credible advocacy and communication strategy for creating further demand for change; provide reform inputs to the government on the inclusion of the urban poor under social protection programmes and increase urban coverage; and NGOs engagement will strengthen the national social security programming, contributory monitoring, upscaling and reporting.
Activity - 1.5.1 Consensus seminar on NSSS advocacy and communication needs
NSSS Gender Integrated Advocacy and Communication Strategy and Action Plan' completed. The diagnostic, strategy and action plan followed several consultative workshops with national and sub-national level stakeholders. Communication focal points of line ministries provided necessary inputs, and reviewed by communication experts. CMC focal points participated in preparing the advocacy and communication action plan. This will be incorporated in NSSS revised Action Plan 2021-25.
Activity 1.5.2 Consensus seminar on NSSS urban strategy and actions plans
Urban diagnostic study completed, and shared with wider stakeholders in Bangladesh Social Security Conference 2019. Based on diagnostic study, the urban strategy and action plan draft has been completed. The action plan will be incorporated in the NSSS Action Plan revision 2021 – 25.
Activity - 1.5.3 National dissemination of strategies
'NSSS Gender Integrated Advocacy and Communication Strategy and Action Plan' disseminated in Bangladesh Social Security Conference 2019.
Activity - 1.5.4 Setting up national platform GO/NGO/ Civil Society
Cabinet Division established a platform for Dialogue (P4D) for GO-NGO collaboration, and a consultation meeting invited seventeen leading international/national NGOs working in the social protection field was held. The NGOs are: BRAC, ASA, Save the Children, Action Aid, Care, Wave Foundation, Ganashastha, Manusher Jonno Foundation, HelpAge, MRDI, Oxfam, PKSF, Plan International, RDRS, TMSS, CDD and World Vision. Under the Chair of Secretary, Coordination and Reforms of the Cabinet Division, the meeting took decision that: NGOs will take responsibility by rotation to act as member-secretary of this platform; BRAC was given responsibility to act as member-secretary for 2019-20; and BRAC is given responsibility to develop a common work plan for this platform in order to supplement the national social security programmes and organize in-country knowledge sharing tours. NGO platform members participated in the Bangladesh Social Security Conference and Knowledge Fair 2018 and 2019.
Activity - 1.5.5 LCG and SP sub-group meetings, quarterly
Local Consultative Group (LCG) developed by the Economic Relations Division of GoB in the beginning of last decade. LCG is a consultative group between the government and development partners to assess the respective thematic situation, funding opportunity creation, coordination in assistance and harmonisation. There has been more than 30 such LCG lead by different ministries / divisions of GoB. The modus operandi of LCG is that the Co-chair (usually the development partner) plays the secretarial role. LCG (Poverty) lead by the GED of Planning Commission. Social protection has been considered as one of major tool of Bangladesh poverty reduction. Therefore, social protection is much more discussed in LCG (Poverty). UNDP Bangladesh used to be the Co-chair of LCG (Poverty) since its beginning. Later on, by rotation through electoral process the Co-chair went to DFID Bangladesh in 2016. SPPS Programme under SGSP provided the secretarial support in conducting LCG (Poverty) meetings. UNDP has bigger role in LCG (Poverty) as it also deals with SDG-1, and social protection is a component of SDGs-1. The LCG (Poverty) in 2018 – 2019 time period discussed its existing ToR, and further collaborative areas and recommended that the LCG (Poverty) will meet twice in a year instead of quarterly-basis; Development partners to send their respective write-ups to the GED regarding their effort in implementation and reform progress of social protection in Bangladesh; and 8 th five-year plan. A Common Narrative for Development Partners is currently being developed by the LCG.

Activity - 1.5.6 Project Board meeting	
Project Steering Committee meeting in 2018 approved DFAT Support to SPPS Programme’s two-year Annual Work Plan, and extension of the project up to June 2020.	
What Works	<p>When acquiring the right experts, exceptional outputs are produced. For example, although having to accommodate the timeline, the Gender specialist brought on for several gender development outputs: gender strategy and action plan, gender responsive advocacy and communication strategy and action plan produced high quality and in alignment outputs.</p> <p>GO-NGO platform and LCG platform is good when they happen, but they are infrequent. Three meetings were held, and one knowledge sharing tour as well as number of informal meetings were held on developing a common annual work plan for INGOs to collaborate social protection programming in Bangladesh. This platform is potential for collaborative environment for the advancement of NSSS objectives.</p>
Limitations	<p>These highly technical areas have had delays to the specialized nature of the outputs which resulted in lengthy procurement timelines. For example, in terms of Urban diagnostics and policy development, in two occasions, there wasn’t any competent national expert bidding (also for Communications Diagnostic). In the case of Communications Diagnostic [demand side and supply side generation], the original timeline was not appropriate for all of the sub-activities that were required to fully understand the specific contextual realities in Bangladesh, some of which only became known as the overall output progressed [i.e. it was originally thought to be easier than it turned out to be]. GoB dependent on external support for technical understanding and capacity on implementing urban, advocacy and communication Action Plans. Also, difficult to get time and person on urban social protection; and three times attempts were made but difficult to get communication experts with gender and social protection background.</p> <p>GO-NGO and LCG: Irregular meeting and no accountability mechanisms for stakeholders. Difficult to get stakeholders time to attend without significant advance notice.</p>
Next actions	<p>Three mitigation measures: 1) for highly specialized technical procurement activities, UNDP will engage the full suite of advertisement measures, including online, newspaper, and direct invitations to suitable identified experts; 2) lengthen the advertisement period; and 3) plan the timetable for delivery in a realistic and flexible manner.</p> <p>Additionally, the GoB requires advisory support on the implementation of Gender Action Plans; any future policy work with GoB should extend high-level gender advisory services to Gender Action Plan implementation.</p> <p>LCG and GO-NGOs platform meetings: ensure meeting notices are at least one month in advance.</p>

Key achievements

- ‘NSSS Gender Integrated Advocacy and Communication Strategy and Action Plan’ completed.
- Urban strategy and action plan draft has been completed.
- National platform: decision for NGOs will take responsibility by rotation to act as member-secretary of this platform; BRAC was given responsibility to act as member-secretary for 2019-20
- GO-NGOs and LCG poverty is proved to be effective platform for policy advocacy to government and development partners’ coordination.

Output-1.6: Government capacity development on social security
Purpose: for better understanding of NSSS, its reforms, progress as well as basic issues of Bangladesh social protection, the project introduces training curricula on social protection of Bangladesh fit into BPATC foundation training, and curricula of other public training institutes for government officials; and follow up local level training provided by National Institute of Local Government (NILG).
Activity - 1.6.1 Develop ToT curriculum for BPATC and other training institutions under social security implementing ministries
ABCD of social protection in Bangladesh – a knowledge book for BPATC trainees was published, which was launched in Bangladesh Social Security Conference 2018; A pilot training using ABCD of social protection was done with BPATC foundation course trainees; consultative workshops held with training related officials representing 18 government training institutions; training curriculum experts provided inputs in the outline of the ToT curriculum and review of draft curriculum, which was endorsed by the Committee headed by Secretary, Cabinet Division; ABCD of Social Protection in Bangladesh – second edition was developed and printed; and ToT curriculum web version is available. ToT curriculum was developed taking many issues from ABCD of Social Protection of Bangladesh.
Activity 1.6.2 Pilot ToT with trainers
A pilot training using both ToT curriculum on social protection was done with the BPATC foundation course trainers and trainees, where the Secretary, Coordination and Reforms participated as trainer. On the basis of the pilot inputs, ToT curriculum and revised edition of the ABCD of Social Protection in Bangladesh developed.
Activity - 1.6.3 Identify training institutions under social security implementing ministries and review their curriculum
A list of training institutions was developed, and after thorough review, 18 potential institutions were selected; Participatory workshops held with curriculum experts to review their respective curricula particularly the relevant part related to poverty and social protection. Mapping was completed and necessary inputs were provided to include NSSS and lifecycle approach in their respective curricula; and the draft review report endorsed in the curriculum committee headed by Secretary, Coordination and Reforms, Cabinet Division; and Review report web-version available.
Activity - 1.6.4 Seminar on pilot ToT
ToT curriculum for BPATC and review of curricula of 18 institutions disseminated with the officials of the concerned institutions and ministries.
Activity - 1.6.5 Follow-up training of UPs on critical NSSS reform issues
In total nine districts were visited, covering seven divisions. Methodology carried out during this research included individual interviews based on semi structured qualitative checklist and Focus Group Discussions (FGD) using FGD checklist. Random Purposive Sampling method was utilized to select sample UPs for this study; The report examined the responses from the interviews and FGDs about the next course of action for capacity building at the local levels. The web-version report is available.
Activity - 1.6.6 Orientation on NSSS and relevant development issues to Parliamentarians, senior policy makers, Secretaries, Additional Secretaries, CMC focal points, officials of implementing ministries, IT professionals, others
Newly posted CMC focal points and alternate focal points, Additional Secretaries, and IT professionals received orientation on NSSS, lifecycle approach and Action Plan; Secretaries of 35 ministries / divisions, including Prime Minister’s Principal Secretary received orientation on NSSS Action Plan, and Bangladesh social protection linked to SDGs, and was informed about NSSS implementation progress based on NSSS first phase mid-term review of NSSS implementation; Member, GED, Principal Coordinator for SDG, and Secretary, Coordination and Reforms, Cabinet Division attended as resource persons in the orientation; Newly elected Members of Parliament received orientation on NSSS, its Action Plan, and current progress

of NSSS based on NSSS first phase mid-term review of NSSS implementation; and Cabinet Secretary, Member, GED, Secretary, Coordination and Reforms, and Principal Coordinator for SDG attended as resource person.

Activity - 1.6.7 Knowledge sharing tours and capacity building on social protection issues abroad

Indonesia and Turkey (2019) knowledge sharing tour completed. Excellent insights on better beneficiary selection procedures, social protection interventions in different social protection programmes, and integrated MISs (up close and in-person dashboard presentations and Q&A of Turkey’s Integrated Social Assistance System [ISAS] with Ministry of Family and Labour). The Indonesia exposure visit shared in LCG for Poverty platform, and CMC focal points meetings. National Social Security (Coordination) Act incorporates Indonesia study experience. Indonesia and Turkey reports web-version available.

What Works	<p>Solid participatory processes and the events serve as good forums for raising local level issues around social protection implementation]. There has been some increased capacity at the local level on general knowledge of social protection and national level objectives related to the NSSS. There have also been broader-based awareness at the national level, including specifically with Parliamentarians.</p> <p>NSSS social protection issues have been mainstreamed into BPATC foundation course curricula and mid-level officials’ course curricula, which is now used to train GoB officials.</p> <p>Initial events helped to establish broad-based political support from senior secretaries which informed the development of the NSSS. Later events helped informed key technical areas such as specific capacity building areas, and database systems, i.e. Indonesia Unified Database, Turkey Integrated Social Assistance System [ISAS] (ISAS specifically informing NSSS plans to develop a Single Registry MIS and many lessons learned and potential policy changes may come after investigating Turkey system).</p>
Limitations	<p>Lack of institutional training and hand-off between government representatives at both national and local level [post transfers, departmental shifting, and retirement hand-off, are a reoccurring challenge in Bangladesh]. This means that there are many instances where, for example, when a new staff change at the local level happens, the individual is basically starting from the initial stages on everything to do with NSSS. Field level staffing for social welfare issues is lacking. Every Upazila and Union Parishad is supposed to have a Social Welfare Officer and Worker, but many do not have that position filled, among other positions. While the implementation of the NSSS is a multi-sectoral / government initiative, accommodating that representation at such events is challenging, especially in terms of digging deeper into key technical areas. Additionally, it is difficult within the government bureaucracy to incorporate more technical support level individuals.</p>
Next actions	<p>Capacity building at the local level is highly expensive due to the vast population and administrative bureaucracy: priority should be given to key, targeted line ministries and focal points who can influence national policy decision-making.</p> <p>Any future events should be divided into the following format: 1) conferences and high-level events – senior bureaucrats; 2) study tours with specific objectives – technical level staff majority [with few senior delegate]. Events involving technical staff should be followed by presentation and dissemination [current practice] and then recommendations placed for higher committee response, line-by-line, accepted with action point or rejected with no action [not current practice]. Keep the group in a low number, with clear learning objectives to be documented and returned 2 weeks after returning.</p>

Key achievements

- Training experts of 18 government training institutions participated in curriculum review and BPATC curriculum development. The training curriculum experts provided inputs in the outline of the ToT curriculum and review of draft curriculum, which was endorsed by the Committee headed by Secretary, Cabinet Division
- A pilot training using both ToT curriculum on social protection was completed; and NSSS integrated in BPATC foundation training curriculum.
- GoB senior bureaucrats and parliamentarians received orientation on NSSS, its reforms, and current progress from mid-term review.

- Indonesia knowledge tour disseminated in 2019 (and Social Security Act [Coordination] includes some key findings) and Turkey knowledge tour completed with key insights on the Integrated Social Assistance System (ISAS). The evidence of knowledge sharing experience shared in National Social Security Conference 2019.

Output-1.7: Grievance Redress System (GRS): Piloting 2nd generation online system	
Purpose: to assist government to develop and put a user-friendly GRS in online system.	
Activity - 1.7.1 Building capacity of Cabinet Division's GRS section	
SPPS Programme provided TA support to Reform Wing of the Cabinet Division for capacity building for GRS focal points of the line ministries on 2 nd Generation online GRS platform.	
Activity 1.7.2 Capacity building of IT and assigned GRS officials of social security implementing ministries	
An orientation workshop completed on online GRS held with GRS / IT focal points of line ministries.	
Activity - 1.7.3 Pilot testing GRS in two districts with focus on UPs (Kurigram and Satkhira – most vulnerable districts) based on MJF model and 2nd generation on-line GRS platform	
<p>Provided support to internalise GRS at the national level ministries / divisions in 2019. SPPS Programme conducted a diagnostic study on 1st generation online GRS in collaboration with BRAC and Manusher Jonno Foundation in 2016, and on the basis of diagnostic, the 2nd generation online system developed by a2i programme based on ToR developed by SPPS Programme and in online system in mid-2019. GRS online 2nd version therefore needs a pilot testing.</p> <p>Initially, two districts (Kurigram and Satkhira) were chosen, however, late introducing in online system, and absence of e-filing system at among the departments of Satkhira district, therefore, SPPS Programme through a decision of the Cabinet Division decided to do pilot in only Kurigram district in collaboration with a2i, and SWAPNO Project of Local Government Division. Four departments were chosen due to availability of e-filing system. They are: Departments of Youth and Sports; Women and Children Affairs; Social Services, and District Administration.</p> <p>Pilot design completed in collaboration with a2i, and LGD and Kurigram was district selected based on consultative discussions and decision in the Cabinet Division. The pilot has been completed with the direct support of district administration. Kick off GRS pilot at Kurigram district was hampered due to frequent flood created worsening situation of Kurigram district. The flood situation was not conducive for creating demand on GRS and access to Union Digital Centres. Therefore, piloting periods had been shortened for three months after providing orientation at the supply side, i.e. district and below level officials, public representatives, NGOs representatives, and entrepreneurs of Union Digital Centres.</p> <p>On demand side, communication materials, i.e. posters, and leaflets were distributed at the ward level, and NGOs workers informed community on complaining mechanisms. Baseline and end line data were captured to see the changes of using online platform, as well as, hotline, public hearing, SMS, social media, direct complaints in the respective offices. The data capturing time started in June for baseline and after interventions data were collected from October up to December 2019. The web-version draft report available.</p>	
What Works	System functionally operational.
Limitations	Delays in advancing the GRS initiative due to local level hardware deficiencies (lack of e-filing at the sub-national level). Additionally, on-going system maintenance support, originally contracted through a2i has ended. National and local level capacity insufficient. Public awareness insufficient.
Next actions	Target core national GRS team for capacity building in order for them to disseminate functional capacity throughout the local level. Advocate for GoB to contract out server maintenance. Pilot awareness demand-generation.

Key achievements

- 2nd Generation GRS online platform has been developed based on ToR developed by SPPS Programme with the support to Access to Information (a2i) Programme. GRS internalise within Union Digital Centre (UDC) requires sometimes.
- National orientation on GRS with GRS / IT focal points of Line Ministries completed. The orientation also provided a brief description on GRS pilot at sub-national level. A concept note on piloting has been shared and agreed by the participants.
- GRS online plat has been completed and web-version report is available.

3.2 Outcome – 2: Strengthening the delivery of the social security systems	
Output-2.1: Establishing single registry of social security MISs at SID/BBS, link to policy and decision-making bodies and capacity building	
Purpose: a feasibility study would be the first step to identify the requirements and ensure the MISs mapping among the implementing ministries, and outline a new design for single registry MIS.	
Activity - 2.1.1 Single registry at SID/BBS - feasibility study	
ToR finalised after following a thorough review process, including consultation and inputs from expatriate MIS expert; presentations from Line Ministries on different MISs on agreement to proceed with a comprehensive Situation Assessment; mapping on MIS related hardware and software used by ministries was completed and incorporated in the feasible studies; the feasibility study completed, and draft shared with the NSSS M&E Committee. The committee endorsed the report; the report will lead to develop a Master Plan for Integrated MISs in Bangladesh; the findings of the integrated MIS were shared in the Bangladesh Social Security Conference 2019; web-version report is available.	
What Works	Single Registry Situation Assessment completed, and it will help in developing a single registry MIS master plan.
Limitations	Difficult to advance beyond the Assessment stage as key databases and platforms that would be incorporated into the Single Registry are not at operational readiness. Moving forward without that would cause significant technical and operational challenges in practice.
Next actions	Complete a master Action Plan which now incorporates findings from the Assessment, including bringing related databases and platforms into operational readiness. The Action Plan would be multi-ministry responsible in phase 1 (bringing related databases and platforms into operational readiness), with phase 2 being the development of the Single Registry itself. Refer Action Plan to CMC for oversight.

Key achievements

- Single registry MIS orientation completed with the NSSS M&E Committee in order to active participation in situation Assessment feasibility study.
- The evidence of situation assessment feasibility study shared in National Social Security Conference 2019.
- Single registry situation assessment feasibility study completed, and web-version report is available.

Output-2.2: Promoting saving habits of social security beneficiaries towards financial inclusivity under G2P electronic payment systems

Purpose: A pilot to look at financial inclusion in a wider sense, i.e. to understand the saving behaviour of SWAPNO Project of Local Government Division beneficiaries and their financial service needs related to upcoming business transactions.

Activity - 2.2.1 Promoting social security beneficiaries' saving habits towards financial inclusivity under electronic G2P and P2P payment system

The case for mobile money cash transfer delivery is strong on the efficiency side, but enhancing financial inclusion in additional ways, such as P2P, remittance usage, and savings requires significant citizen learning and time for trust in the services to be earned

Social Security Digital Cash Transfer study report web-form is available.

What Works	Findings on efficiency components were excellent (time, cost, visit), resulting in a high-quality, RCT-based set of data for making the case for national scale-up as soon as possible. Some challenges encountered around varying levels of mechanics usage, and savings habits, can serve to inform programmes or policy objectives that seek to influence behavioural change: such change will require sustained efforts from private service providers and won't happen quickly
Limitations	Promoting social security beneficiaries' saving habits towards financial inclusivity under electronic G2P and P2P payment system: pilot study with the beneficiaries of SWAPNO Project of UNDP and Local Government Division (LGD) in Kurigram and Satkhira districts.
Next actions	GoB should roll-out national offerings of social security benefits by digital means. However, options for remaining manual should be available. If any work is done around old age or persons with disabilities, then examining specific challenges that these groups may encounter, based on the previous findings, would be highly beneficial in informing digital transfer policy to these groups.

Key achievements

- Completed and web-version report is available.
- Presented at social security conference 2019 (many positive comments on the research quality from several participants, and a request for the report for citation purposes)

Output-2.3: Review of SPPS Programme and NSSS implementation in Bangladesh

Purpose: The annual review of SGSP 2017 by DfID recommends that DfID and DFAT to maintain their role as key drivers of continued support to the social protection sector reform and mainstream the NSSS beyond 2018. In support of continuous reform, the SPPS Programme will review the effectiveness of SPPS Programme and take stock of the successes and lessons learned from implementation of NSSS Action Plans and recommends NSSS reforms priorities and implementation strategy. The review will inform of continued support to the government and identify scope for support from development partners.

Activity - 2.3.1 Review study by an independent body

First Mid-term review of NSSS implementation completed. The findings of the review were shared with Members of Parliament, Secretaries, and Additional Secretaries of CMC and CMC focal points, and the members of NSSS M&E Committee. NSSS M&E Committee endorsed the review report. Key findings shared at Social Security Conference 2019 as keynote speech from Member, GED.

The key findings on broader head are:

- Programme consolidation needs a serious rethinking.
- Strengthening the cluster coordination for better programmatic reforms.
- Strengthening in-house capacities of the line-ministries through technical support.
- Adopting a comprehensive and coherent MIS strategy.
- Strengthening the processes for selecting recipients of Social Security Schemes
- Creating public awareness for effective operationalisation of the GRS
- Sensitisation of the gender focus in the NSSS implementation
- Re-visiting data availability for M&E NSSS reporting, and studying alternative data options
- Expanding Persons with Disability
- Building an overall awareness about the NSSS
- Need for documenting the progress made at the ministry/department-level
- Enhanced GED engagement in sensitising and promoting NSSS goals and timebound responsibilities
- Embracing a participatory approach for NSSS implementation
- Engagement with development partners
- Make concrete progress on major/flagship programmes
- Strengthening the Social Security System for the Urban Poor
- Establish a high-level implementing task force for overseeing, strengthening and steering reforms and implementation

SPPS Programme's contribution in NSSS programmatic and institutional level attached in *annex – A*.

UNDP practice to conduct project evaluation after completion of a phase – a draft final evaluation has been submitted by an independent international consultant, which has been under review process.

What Works	First NSSS Mid-Term Implementation Review gives a clear status of NSSS reforms as laid out in the NSSS itself. Clarity on where the GoB is according to its plans will be publicly known. It is and will continue to be used to inform next steps for interested stakeholders in social protection. Additionally, the MTR produced a set of clear recommendations for the GoB.
Limitations	Due to the nature of some of the critical parts of the MTR, the MoWCA challenged some of the findings. Difficult to hold line ministries behind schedule to account.
Next actions	Widely disseminate MTR findings in 2020 and allow for multi-stakeholder feedback into the GoB's NSSS reform agenda going forward. Adopt key MTR recommendations. Include NSSS coordination into Annual

	Performance Agreement (APA). Complete 2 nd MTR in early 2023, and Final Review in late 2025. Conduct MTR recommendation for study on potentially developing web-based NSSS Action Plan monitor dashboard.
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Key achievements

- First NSSS Mid-Term Implementation Review completed and shared with GoB, endorsed by M&E Committee. Follow-up actions to be taken in 2020.
- SPPS Programme draft final evaluation confirmed despite enormous obstacles, the project has created a stronger body of evidences towards strong outcomes generated by the project.

4. LESSONS FROM PREVIOUS PHASE OF SPPS

In recent years, DFAT supported UNDP's SPPS programme has played an important role in supporting the implementation of the NSSS. While several important steps forward have been taken, the programme has also been a very useful learning experience in how best to support the social security sector in Bangladesh. Some of the main achievements of the SPPS are set out below, along with a review of key lessons learnt.

UNDP has been instrumental in supporting the GoB in developing the NSSS and in building support across government for its implementation. The NSSS is recognised as a reference point for the social security sector and, as a result, there is an agreed set of objectives across government and development partners. A key aspect of UNDP's support has been to strengthen coordination across the 35 Ministries engaged in social security. With support of the SPPS to Cabinet Division, the Central Management Committee has become recognised as the main management and coordination body for the social security sector while several clusters for the sector have been established. A significant achievement has been to develop agreed Action Plans for each Ministry, focused on their implementation of the NSSS.

Support to strengthening social security understanding and knowledge has raised awareness among a plurality of GoB public officials, however, the scope of the project reaching across the country should be re-focused into key line ministries and specific decision-makers. The process of social protection development across key GoB training institutions led to the revision of the ABCD of Social Protection and the developed curriculum for BPATC, which are now freely available. Moving forward, though, the project should use those knowledge products for targeted capacity building at the 5 key line ministries at the national level.

Through its collaboration with GED, the project has also supported analysis and research on a range of issues, as well as the dissemination of this work. Studies include topics such as 'Barriers to Accessing Social Protection,' the 'Long-Term Effect of Livelihood Promotion Types of Social Security Programmes' and the 'Implications of Changing Demographics and Effects on Social Protection in Bangladesh.' The Mid-Term Review of the implementation of the NSSS has been a particularly important study, acting as an important reality check. The SPPS has also supported the government in organising regular high-level Social Security Conferences— a platform for stakeholders to hold dialogue on and share knowledge about the state and challenges of social security reform in Bangladesh.

The SPPS has also supported the government in developing and testing enhancements to operational systems. The programme undertook a successful test of alternative payment systems while it has developed a provisional Grievance and Redress system.

While the SPPS's support for cross-governmental coordination has been important, there has been inadequate investment in engaging with policymakers to build their understanding and commitment to establishing a more effective and inclusive lifecycle social security system. Without this engagement, progress will be constrained in bringing about transformative change through social security. While an array of selective inclusive/universal social protection schemes received political commitment in recent years, there is knowledge gap about the fiscal space for further investments in core social security. It will also require a greater emphasis on using legislation rather than policy documents to build the social security sector. To fulfil this role, SPPS will have to pursue deeper and broader-based policy-level engagement with ministries, especially with those responsible for making policy decisions. This can be pursued through direct technical support and to key line ministries (i.e. MoSW, MoF, MoLE, Cabinet Division, GED).

While coordination mechanisms are functioning, leadership within the coordination structure could be strengthened. While the CMC meets, representatives from line ministries are often engaged with multiple duties and do not have the adequate resources and time to become fully briefed for effective committee contributions and decision-making, especially considering the complex policy nature of social security. Additionally, as government members shift posts often, when new secretaries are taking up a role in the

CMC, they are not prepared or fully versed in the necessary information to contribute to meaningful decision-making.

Coordinating 35 ministries is a challenging task. There are questions of whether it is necessary given that most ministries have very small schemes, some of which are arguably not social security anyway. Indeed, the support given to coordination by the SPPS would be more effective if it were focused on those core ministries that have key roles in building an inclusive lifecycle social security system.

Decision-making in the coordination structure could be improved through the use of technical and operational support, as identified in the MTR. Support to key line ministries, where the most impact can be made, would strengthen the ability of representatives to more meaningfully engage in the coordination structure. Technical support has been requested by multiple line ministries, including the MoSW, which is supposed to become the lead ministry by 2026 for the majority of social security programmes. Technical support units can also strengthen the overall line ministry response to NSSS Action Plan monitoring and implementation, and key proposal development.

Therefore, it is evident that supporting only two Ministries – the Ministry of Planning and Cabinet Division – through the SPPS is insufficient. If an effective social security system is to be established, the capacity of a wider number of Ministries needs to be strengthened, both to develop policy and implement schemes. The focus of SPPS capacity development should, therefore, be focused on those ministries that will have a meaningful role in building an inclusive, multi-tiered social security system. This will require the SPPS to broaden its direct support to the Ministry of Labour and Employment, the Ministry of Finance and the Ministry of Social Welfare.

The SPPS was not able to make adequate investments to build demand for a more progressive social security system from law makers, civil society, and other non-government actors. There is also little sign of other development partners effectively engaging in this area either. Yet, in the absence of greater demand from citizens and broader civil society, the government is less likely to implement more progressive policies. Therefore, it is clear that the SPPS needs to broaden its engagement to strengthen the capacity of non-governmental actors – such as civil society organisations (including religious bodies and trade unions), the private sector, Parliament and the media – while also packaging its communication outputs so that they effectively reach these actors.

Additionally, all research from the previous phase including gender diagnostic, policy and strategy, and NSSS first mid-term review are feeding into the development of the 8th Five Year Plan as background papers. GoB has directly confirmed the research is feeding into the development, in addition to the latest international research, and unfinished business in the NSSS.

Finally, while the SPPS's support to technical innovations has produced useful results, the innovations themselves have not yet been effectively scaled-up. To a large extent, this is because the SPPS has not had the resources to comprehensively test its innovations on the ground. If the SPPS were to have much closer and long-term engagement with local-level implementation – for example, through a pilot programme focused on the operational delivery of inclusive schemes – innovations could be more effectively tested and prepared for national roll-out. Indeed, the testing of innovative approaches to social security at local level would play an important complementary role in influencing government, enabling policymakers to see for themselves the impact of these approaches on the ground.

5. REFLECTIONS ON PREVIOUS PHASE

Establishment of a National Social Security Strategy

What worked well

The foundation of the SPPS Programme was based on international experience of first developing a national strategy for Government and other stakeholders to rally around and then for implementation to be based on that strategy. Specifically, the project document had the objective of “securing broad based support”.

Overall, the development, adoption, dissemination, and political will behind the NSSS has grown significantly over the years. UNDP notes that at first, when the NSSS was not well known, political will behind the reform process was weak, but fast forward to today and every line ministry has a specific NSSS Action Plan and the Central Management Committee plays a lead role in the high-level governance of the reform process.

The development of the NSSS and the widespread adoption by the Government has worked out well. Therefore, UNDP would claim that broad based support has been achieved and thus the logic around the NSSS itself is good. Alone, there is no evidence that the NSSS has contributed to impact level change, however, it's reasonable to assess that Bangladesh's social security system has made some progress on becoming modern and fit for purpose and contributing to output level change on good governance, however, with a lot more work to be done. The NSSS entails Phase I of the Bangladesh's social protection reforms: 2015 – 2025.

Challenges

The final approval of the NSSS by the Prime Minister was approximately one year behind schedule. This was due to a lengthier process of on-boarding the key political decision-makers, including the Prime Minister.

Further, although the NSSS is itself now known and the overall vision of an improved social security system is understood, this process of dissemination was quite extensive and lengthy. Additionally, there is still an understanding and capacity gap among more narrow, technical reform areas, such as in the complexity of the social insurance agenda.

Parliamentary high government officials and civil society engagement

What worked well

The SPPS Programme planned activities revolved around inter-ministerial coordination and high-level oversight through the CMC, supporting analysis and research in wider policy circles, workshops on NSSS reform agenda items, policy dialogues, building policy level linkages within the institutional planning machinery of the Government and the different delivery elements with NSSS related line ministries.

High level training and capacity building sessions both at the early stages of NSSS dissemination and even leading up into 2019 seem to have broad support and definitely contribute to political goodwill on advancing the NSSS agenda, despite the fact that that goodwill is not necessarily translating into reforms at the desired pace. Additionally, the 2018 Social Security Conference seems to have received broad support and demand for similar events that bring the Government, Development Partners, and Civil Society together to advance social protection.

Challenges

On the objective of supporting coordination across the sector and complementing delivery of schemes, there remains room for improvement. For example, while the creation of five thematic clusters was realized, the clusters are supposed to meet four times a year for a total of twenty thematic meetings to discuss methodologies, duplication, harmonisation, research, and policy, however, this target has never been met since the creation of the five clusters. Based on discussions with Government, a key issue here seems to be the lack of integrated support in the line ministries. Lead Government members of line

ministries and thematic clusters have very demanding work schedules and the coordination objective of the NSSS seems to fall to the side when regular work duties and meetings pile up for these individuals. While UNDP realizes that direct, integrated technical assistance support to each line ministry may not be feasible, it would be feasible to provide support in a manner to lead the five thematic clusters through the lead line ministries of each, whether by one or multiple individuals in the role of technical assistance, and logistical and coordination support.

Knowledge management, communication, and dissemination

What worked well

In the areas of policy support, research, policy dialogues, meetings, workshops, and building linkages, SPPS Programme has fit in well in this role. Through both planned, and sometimes responding flexibly to the needs of NSSS research knowledge gap areas as needed, SPPS Programme has contributed a significant amount of knowledge material which has supported decision-making on NSSS policy objectives. Examples include barriers of accessing social protection, high-risk and minority groups, gender mainstreaming, and urban issues.

Additionally, all research from the previous phase including gender diagnostic, policy and strategy, and NSSS first mid-term review are feeding into the development of the 8th Five Year Plan as background papers. GoB has directly confirmed the research is feeding into the development, in addition to the latest international research, and unfinished business in the NSSS.

Challenges

However, although this setup has proven beneficial for producing research and for follow-up action to be taken, occasionally direct inputs from Government stakeholders are limited and decisions are not owned but rather based on accepting produced research and analysis as the correct way to move forward. UNDP suggests expanding on the post research and other document type role to expand on inter-ministerial dialogues and engage decision-makers in detailed review, revision, adoption, and next steps decision making through an increased focus on not only thematic cluster meetings, but key focal point meetings whereas the review and decision-making process becomes more rigorous.

Designing and setting up G2P payment platforms

What worked well

On the intervention of stronger social protection systems, as the SGSP sub-project on Strengthening Public Financial Management for Social Protection (SPFMSP) took the lead role in developing the G2P system with the Ministry of Finance, while supplementary role of SPPS Programme creates evidence through a pilot on different e-payment systems with social protection women beneficiaries in two selected districts in collaboration with UNDP supported projects: SWAPNO Project of Local Government Division and consultative dialogues with public and private stakeholders in collaboration with Access to Information (a2i) of Prime Minister's office. The pilot evidences and dialogues created enabling environment Prime Minister to announce e-payment in social allowance.

Challenges

The SPFMSP developed Social Protection Budget Management Unit MIS is currently operational in an increasing pilot basis, however, not all Line Ministry MISs are connected. Further, there is still quite a long way to go until all beneficiaries in Bangladesh have the option for digital receipt of any particular social security cash transfer benefit.

Developing MIS, M&E, and QA systems

What worked well

In the output of developing MIS, M&E, and QA systems, SPPS supported the development of a NSSS monitoring and evaluation framework and the 2nd generation of the grievance redress system in collaboration with Access to Information (a2i) project.

The creation of the M&E Committee has had some positive results whereas all technical decisions pass through, including NSSS Mid-Term Implementation Review, Single Registry and corresponding discussions, M&E framework and data, and beneficiary selection issues. It would be beneficial to take more advantage of this committee in any future programming.

Challenges

On the topic of MISs, the NSSS does call for the upgradation of such systems, however, this could potentially require a large budget which SPPS Programme was not funded for. In any case, the Single Registry Situation Assessment presents policy options and recommendations for a path forward on this topic. UNDP and Ecorys under the EU funded project in social protection are aware of each other's planned activities and have agreed to work together to complement any MIS related activities.

Regarding the M&E framework, a significant limitation of this intervention is that data is limited in frequency for the higher-level indicators which makes assessment of the overall impact of completed reforms under the NSSS difficult. Secondly, the lack of a formal process by the Government to take into consideration data and use that to assess internal progress or bottlenecks and take specific action. A lesson learned here is to potentially update the framework and data collection requirements and explore potential ways to expand on nationally available data at a frequency higher than the HIES, or potentially develop more lower level indicators which do not require national data, and explore the institutionalization of a feedback / actionable mechanism for relevance of such a tool. Further, CODI indicator data in evaluating the social security system as a whole tends to require significant systematic changes and thus improvements on the scale are marginal. The idea of regular, smaller panel surveys was laid out in the NSSS; however, this never came to be funded by any stakeholder, but this could potentially be pursued in any upcoming programming as a means of institutionalizing regular, high-level data collection for informed decision-making.

On the topic of GRS, while development of the system has gone smoothly, the full operationalization of this system remains limited, partly due to political will (officials unsure about potential complaints) and actual technical limitations that have yet to reach Union Parishad offices. UNDP suggests that the GRS can be operationalized through an approach of reframing the GRS as a know-how and purpose-of tool to better increase Union Parishad performance and for quality control, and through direct support to piloting the system, supporting awareness dissemination, recording usage, and potentially engaging Union Digital Centres as point of operation and minimizing error and corruption. Additionally, it could be useful to explore the expansion of the GRS to social protection NGO and private sector related activities so that beneficiaries can go to one source to file grievances. An example of the private sector being included would be where a private insurance company is delivering schemes under a national social insurance scheme.

Implementing a piloting social protection scheme in two districts and Field-testing payment platforms, micro-insurance delivery, M&E database within pilot area prior to roll-out

What worked well

Regarding field testing in two districts, this was completed in partnership with the SWAPNO programme. SPPS Programme completed a randomized controlled trial on the delivery of social security cash transfers through bKash, Rocket, Bangladesh Post Office, and Bank Asia agent banking. This type of high-quality data on performance metrics such as efficiency and financial inclusion serves as clear evidence of scaling up and bring about output level change of catalysing the effects of G2P digital delivery of cash benefits.

Challenges

While changes under the efficiency metrics proved remarkable (time, cost, number of visits), there was almost no changes under the metric of financial inclusion (changes in money management, interaction with service provider, voluntary uptake of other services provided by service provider). This information is still valuable: any objectives that seek to see results under financial inclusion should carefully consider the findings of the study and realize that such behavioural changes require a significant learning curve on even relatively simple digital technologies and services, and among other social relations happening particularly at the rural level.

6. DISABILITY

Action		Who	When
Ensure upcoming Mid-term review strongly considers disability	<p>Opportunities include:</p> <ul style="list-style-type: none"> *Add questions that look at disability inclusion (Could be two AQC questions) *Consult with a diverse group of people with disabilities *DPOs to review draft Mid-term review 	Aminul	<p>June 2019.</p> <p>Mid-term review incorporates a separate chapter on disability.</p>
Strengthen Gender strategy action plan by ensuring it comprehensively considers the interaction of disability and gender	<p>Opportunities include:</p> <ul style="list-style-type: none"> *Gender advisors and focal points to include thinking about women and girls with disability in their work *consult with women and girls with disability through Women with Disabilities Development Foundation (WDDF), *WDDF to review draft strategy action plan *seek technical assistance if required through AHC 	Aminul	<p>April 2019</p> <p>NSSS gender policy incorporates disability; NSSS gender strategy and action plan outline incorporates disability issues.</p>
Ensure Social insurance design is disability inclusive	<p>Opportunities include:</p> <ul style="list-style-type: none"> *Conduct a disability analysis *Consult with a diverse group of people with disabilities *Ensure a budget line for any reasonable accommodations required * DPO to review draft design *Ensure any TORs reference disability 	Aminul	<p>August 2019</p> <p>A disability situation analysis framework outline is under development process with CDD.</p>
Recruit disability coordinator from a strong pool of applicants with disability experience	<p>Opportunities include:</p> <ul style="list-style-type: none"> *Widely circulate the advertisement to many DPOs to increase applicant pool of individuals with a disability. *Inform AHC if UNDP requires a list of DPOs to send advertisement to. 	Ashekur	<p>SPPS Programme assigned two persons for disability coordination.</p>
Explore accessibility of social protection ICT (Use of braille, screen readers etc)	<ul style="list-style-type: none"> *Contact Young Power in Social Action (YPSA) for accessible ICT advice 	Aminul	<p>Disability action plan braille version printed with the support of CDD and distributed.</p>
Brief UNDP senior management on	<p>AHC's interest in disability inclusion and opportunities for UNPD to strengthen disability</p>	Ashekur	<p>UNDP senior management was appraised. SPPS Programme supported Orange Day, where</p>

Action		Who	When
DFAT's approach to disability	inclusion in existing activities raised in the meeting		disability issues were discussed in open space in the presence of UN Residence Coordinator and High Officials of other UN Agencies.
Send AHC list of upcoming entry points (strategies, policies) for disability inclusion		Aminul	March 2019 SPPS Programme translated a draft Bangla version of the National Action Plan for Persons with Disabilities (developed by Human Rights Commission) into English.
Complete timeframes column on action list		Aminul	Completed.
AHC to send 2 AQC questions to UNDP		Shashwatee	
AHC to send contact details for WDDF and YPSA		Shashwatee	

Two DFAT Aid Quality Check questions:

- The investment actively involves people with disabilities and/or Disabled Persons Organisations in planning, implementation and monitoring and evaluation.

The Disability Analysis will consult with Persons with Disabilities.

- The investment identifies and addresses barriers to inclusion for people with disabilities to enable them to benefit equally from the aid investment.

One of the on-going research outputs is the Barriers to Accessing Social Protection, which specifically includes a research component on Persons with Disabilities. The research will examine what challenges Persons with Disabilities face when trying to access Social Security Programmes (or their lack of knowledge, and other barriers), provide case-studies, survey data, and policy recommendations to address the barriers identified.

7. GENDER EQUALITY - IS THE INVESTMENT MAKING A DIFFERENCE TO GENDER EQUALITY AND EMPOWERING WOMEN AND GIRLS? [PROVIDE EVIDENCE AND ANALYSIS AND DISCUSS THE EXTENT TO WHICH THE INVESTMENT MAKES A DIFFERENCE TO GENDER EQUALITY.]

7.1 Gender equality evidence and analysis for 2018

Indicator	Progress in 2018
<p>The investment is making progress as expected in effectively implementing strategies to promote gender equality and women's empowerment.</p>	<p>The Government of Bangladesh is committed towards gender equality. Within the framework of the Seventh Five Year Plan (SFYP 2016-2020), social protection (SP) has been prioritized. Increased protection and resilience from crisis and shocks including targeted programmes for promoting gender equality and women's empowerment are being implemented.</p> <p>A gender diagnostics of the National Social Security Strategy (NSSS) and the analysis of gender equality gaps in transforming the Social Security programmes towards empowering women and girls was the first evidence of the Government's commitment to wards transformative social protection. Recommendations to minimize gender gaps and empowering women through SP programmes were carefully considered.</p> <p>Based on the recommendations of the Study, a comprehensive Gender Policy for the implementation of the NSSS formulated. The Draft Policy was shared with different stakeholders including representatives of the Government ministries, development partners and civil society organizations. The Secretary Cabinet Divisions, Secretary Ministry of Women and Children Affairs and the Member, GED were present at the Consultation. The Gender Policy was approved in principle, by the CMC in its meeting in May 2018, with suggestions to incorporate any further comments from the NSSS implementing ministries. Later the Policy was finalized addressing comments received from the different ministries. In the meantime, translation of the Policy in Bangla has been completed. This is a major evidence of the Government's Commitment and progress in taking effective steps to promote gender equality and women's empowerment.</p> <p>CMC focal points were asked to nominate gender focal points of their respective ministries. Selection of Gender focal points of concerned ministries have been finalised.</p> <p>A study on "Scope of Gender Responsive Adaptive Social Protection in Bangladesh" was completed. The study was shared with different stakeholders. It has been finalized and is currently in the process of editing. The study was initially funded by SIDA. Later on, a policy discussion paper was prepared, under DFID fund. It was presented at a policy dialogue chaired by the Member, GED in October 2017.</p> <p>The Action Plan for the implementation of the NSSS has been developed. The NSSS Action Plan was discussed at length and finalized. The Action Plan was approved and launched at a national social security fair. The Action Plan incorporates a section on "Gender focus in NSSS Action Plan During 2016 up to 2021" that draws on the recommendations from the Gender diagnostic study. It has identified some key programmes implementation. The activities include, survey, programme design, introduction on new programmes, pilot programmes, policy formulation, needs assessment, scaling up, expansion, training and monitoring for results. The areas and programmes for focus include the following:</p> <ol style="list-style-type: none"> 1. Strengthen Support for Vulnerable Women 2. Introduce Child Benefit Programme (allowances to be disbursed to female parents preferentially) Programme 3. Introduce Vulnerable Women's Benefit programme

	<ol style="list-style-type: none"> 4. Workplace Childcare Services 5. Child Maintenance Payments 6. Maternal Health Care 7. Maternity Insurance 8. Scale up SWAPNO (Strengthening Women's Ability for Productive New Opportunities) Project 9. Scale up 'One House - One Farm' programme 10. Strengthen social allowance (financial support/ assistance/ benefits) for the migrant workers and their family members (particularly women) 11. Skill development programme for young men and women <p>The process of preparing a NSSS Gender Strategy and Action Plan has started. A consultant has been recruited for the preparation of the Plan. An outline of the plan has been developed taking the Action Plan for the implementation of the NSSS into consideration. It considers the recommendations of the Gender Diagnostic Study, the Gender Policy for NSSSS, and the Gender focus in NSSS Action Plan. The work is a bit delayed due to the national election process. The preparation for a consultation with the NSSS implementing ministries is underway. Workshop with the Gender focal points will be organized on 31 January 2019 with line ministries on agreed framework in developing NSSS Gender strategy and action plan based on approved NSSS Gender Policy. It is expected that a draft will be available in February for review. The Strategy and Action Plan will be placed for the approval of the CMC.</p>
<p>The M&E system collects sex-disaggregated data and includes indicators to measure gender equality outcomes.</p>	<p>The Gender Strategy and Action Plan will emphasise on the collection of sex disaggregated data, use of gender analysis and gender focused gender indicators. It is envisaged that the Gender Strategy and Action Plan will support the different ministries to take the Gender Policy into consideration and incorporate gender-based result indicators into the M&E framework. It will also support to integrate gender perspectives in design of the programmes and to monitor gender equality aspects for better results. Accordingly, the consultation workshop will discuss and orient the representatives of the ministries on these issues.</p>
<p>There is sufficient expertise and budget allocation to achieve gender equality related outputs of the investment.</p>	<p>There was sufficient budget to undertake the studies: a. gender diagnostic of social security programme of Bangladesh, and its strategies, and action plan for social security implementing ministries; b. Scope of Gender Responsive Adaptive Social Protection in Bangladesh. The formulation of a Gender Policy for the NSSS was also supported.</p> <p>Necessary consultations with stakeholders, civil society representatives and experts for all three activities.</p> <p>Experts were engaged to undertake the studies and to formulate the Policy under DFID support.</p> <p>An expert has been hired to develop a strategy and action plan to implement the Gender Policy for NSSS and necessary consultations will be undertaken.</p> <p>However, after the Gender Action Plan is completed, there will be a requirement for resources to support the implementation of the Action Plan, including:</p> <ul style="list-style-type: none"> - Dissemination and orientation of Action Plan - Technical Assistance to implementing Line Ministries - Capacity Building of relevant focal points - Action Plan follow-up and monitoring and evaluation

7.2 Gender equality evidence and analysis for 2019

Indicator	Progress in 2019
<p>The investment is making progress as expected in effectively implementing strategies to promote gender equality and women's empowerment.</p>	<p>Gender equality is one of the ten priorities identified by the Honourable Prime Minister of Bangladesh. Social security is one of the key areas for women's poverty reduction according to the National Women's Development Policy 2011. Social protection budget and coverage have been increased under the Seventh Five Year Plan (SFYP 2016-2020). Social security programmes include targeted food security, social empowerment, and livelihood programmes that promote gender equality and women's empowerment.</p> <p>Based on the gender diagnostics of the National Social Security Strategy (NSSS), a gender Policy was approved in 2018 by the CMC. The NSSS Gender Policy, focused on use of gender lens, addressing issues of women empowerment and gender-responsiveness in social security in every stage of NSSS- from designing to implementation and evaluation. The Gender Policy made a wide range of policy commitments to address the problems faced by women at individual, household, societal, and national levels. The policy priorities are aligned with the National Women's Development Policy, the Seventh Five Year Plan and several SDGs. To implement the NSSS and its Gender Policy, various line ministries need to interpret, the policy provisions within the sectoral context. The Policy suggested developing necessary guidelines and gender-focused indicators for assessment of gender equality results of the social security programmes.</p> <p>To operationalize the policy in the field to minimize gender gaps and empowering women through SP programmes, a Gender Strategy and an Action Plan were developed within the framework of the Gender Policy and in consistency with the Action Plan of the NSSS. The Strategy and the Action Plan were shared with different stakeholders at a meeting with the representatives of the Government ministries. The Secretary, Cabinet Divisions, chaired the consultation meeting and provided guidance. Representatives of Ministry of Women and Children Affairs, Finance Division, Implementation, Monitoring and Evaluation Division (IMED) and the General Economics Division (GED) were present at the Consultation. According to the suggestions and guidance, the Action Plan was finalised with necessary modifications. Evidently, the Government is committed in implementing the Action Plan in promoting gender equality and empowering women. The Gender Action Plan includes specific action areas for the NSSS implementing Ministries and divisions. The action plan suggests actions to integrate gender perspectives and address strategic gender interests by utilising the transformative potentials of the programmes.</p> <p>The areas for focus include the following addressing gender perspectives: strengthening support for vulnerable women; introducing Child Benefit Programme and Vulnerable Women's Benefit programmes; workplace childcare services; Maternal Health Care; Maternity Insurance; empowering workfare programmes; addressing social norms; expanding social allowance; skills enhancement and such others. In addition, the Action Plan focused on gender responsive planning, use of sex disaggregated data and effective grievance redress mechanism.</p> <p>A Gender Focused Communication diagnostics, Strategy and Action Plan was developed. A consultant was recruited for the study and preparation of the Plan. The Diagnostic Study identified serious lack of communication among stakeholders on social security both at supply and demand sides. This results into faulty planning, inclusion and exclusion errors, a general unwillingness to claim social protection, lack of accountability and the overall governance of social security programmes.</p>

	<p>Based on the findings, a communication strategy was developed, and an Action Plan prepared for all Ministries and Divisions. The strategy identified the primary and secondary audience of communication at the central, organizational and field levels. The major areas of communication identified were information sharing with policy makers; advocacy with government and donors; strengthening SS programme design and monitoring; orientation of field staff, partners, and local government; awareness raising of community, beneficiary and mass people; grievance redress; coordination; managing disasters; introducing new programmes; gathering evidence; and field assessment.</p> <p>The Communication Action Plan is consistent with the Gender Action Plan and the NSSS Action Plan. It has identified areas needing communication for the ministries and divisions and the channels of communication for each of the action areas, such as individual, mass communication and organizational communication. The Strategy and Action Plan will be placed for the approval of the CMC.</p> <p>A study on “Scope of Gender Responsive Adaptive Social Protection in Bangladesh” was completed in 2017. It was shared with different stakeholders both nationally and internationally. Based on the inputs, the study has been updated and finalized. Steps are being taken for publication of the study.</p> <p>In the Social Security Conference, a session was dedicated on gender and social protection, where three papers were presented, one of these was to share the Gender Diagnostics, Gender Policy, Strategy and Action Plan for Social Security in Bangladesh. The other two were to share the experience of Strengthening Women’s Ability for Productive New Opportunities (SWAPNO), and Scope of Adaptive Social Protection in Bangladesh.</p>
<p>The M&E system collects sex-disaggregated data and includes indicators to measure gender equality outcomes.</p>	<p>The successful implementation of the Gender Strategy and Action Plan is largely dependent on appropriate interpretation of the strategies into actions by each ministry/division, within their own operational areas. For this, collection of sex disaggregated data, use of gender analysis and gender focused indicators for monitoring and reporting have been prioritized in both the Gender Action Plan and the Communication Action Plan. To measure the impact and effectiveness of social protection interventions on women’s empowerment gender, age and geographically disaggregated data will have to be ensured.</p> <p>As of now disaggregated data is difficult to get. Both the Communication Action Plan and the Gender Action Plan have identified several indicators to measure the outcomes of the actions. In addition, the NSSS has also identified indicators at programme, ministry and national levels. The indicators of the Seventh Five Year Plan and the SDGs are also relevant and include results of the social security programmes in disaggregated manner. Collection of data and monitoring of precise results require higher level of capacity and resource allocation for each of the line ministries, which have been emphasised in the action plans. The communication strategy also emphasised on effective communication for ensuring sex disaggregated data collection and its use. It is expected that the different ministries and divisions will implement the action plan and use gender-based result indicators into the M&E framework both for implementation and also for communication. Accordingly, used of sex disaggregated data and gender focused indicators will be ensured. The Cluster Coordination Committees are also to supervise collection of disaggregated data by the cluster member ministries/divisions.</p>
<p>Is there sufficient expertise and budget</p>	<p>The programme has allocated sufficient budget to achieve the gender equality related outputs. The programme has allocated budget for developing a Gender Strategy and a</p>

<p>allocation to achieve gender equality related outputs of the investment.</p>	<p>Gender Action Plan. In addition, a gender integrated diagnostic study of communication in social security programme of Bangladesh was undertaken by the programme. The programme also allocated budget for developing a gender integrated communication strategy and an action plan for the social security implementing ministries and divisions.</p> <p>In addition, the finalization of the Gender Responsive Adaptive Social Protection in Bangladesh was supported. For the studies, the strategies and action plans, several consultations were undertaken with ministries/divisions, stakeholders, civil society representatives and experts for these activities.</p> <p>The allocation of resources was used for consultants engaged for the purpose, undertaking consultations, arranging dissemination workshops and printing of documents.</p> <p>Once the Gender Strategy and Action Plan and the Communication Strategy and Action Plan are approved, resources will be required for printing, orientation and dissemination of the Action Plans. The relevant ministries/divisions will require resources for capacity building, implementation, communication, follow-up, monitoring and evaluation.</p>
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8. VALUE FOR MONEY (VFM) – IS VALUE FOR MONEY BEING DELIVERED ENSURING EFFECTIVE, ETHICAL, EFFICIENT AND ECONOMICAL USE OF FUNDS?

8.1 Value for Money for 2018

Indicator	Explain and provide evidence for 2018
a) % of spending	2018 Budget: USD 1,021,311 / AUS 1,454,347 [USD to AUS 1.424; UN Operational Exchange, January 2019] 2018 Delivery: USD 988,755 (97%) / AUS 1,407,987
b) Committed to eliminating inefficiency and duplication and applying lessons learnt to enhance VfM	The personnel structure of the project is reviewed regularly by the Project Manager who guides staff on their expected deliverables, ensuring each team member has specific duties related to the project. No duplicate roles exist. Internally, every UNDP project has a mid-year and end-year review, where among other information, Lessons Learned are recorded and analysed. These lessons learned are taken into considering when planning the subsequent Annual Work Plan in January (i.e. 2018 end-year lessons learned inform 2019 AWP).
c) Delivers defined services within budget (predicted budgets compare well to actual expenditure)	2018 Budget: 1,021,311 / AUS 1,454,347 2018 Delivery: 988,755 (97%) / AUS 1,407,987 Service Delivery: On-Track
d) Scrutinises costs to pursue the most cost-effective options and considers proportionality in planning/allocating resources	The project Annual Work Plan is developed in the beginning of the year and budgets are allocated based on the level of service delivery required under each output based on internal estimates of market rates based on previous contracts issued by UNDP. The Annual Work Plan is revised throughout the year when required. All expenses are planned for in line-by-line budgets to ensure every component of an output expenditure is in line or below market rates (i.e. for the Social Protection Conference, 55 sub-budget lines [under the 1 Annual Work Plan budget line for this activity] were drawn up and sent to our 2 long-term-agreement vendors; the vendors bid independently, breaking down their expense for each budget line, and the lowest total cost bid was selected); additionally, the UNDP Procurement Unit went back to the selected vendor on multiple sub-budget lines requesting explanation and / or reduction, which was successfully obtained.
e) Robust systems and procedures in place to monitor and manage VfM during implementation	All procured goods and services run through the UNDP Country Office Procurement Unit ensuring competitive, cost-effective procuring. UNDP Country Office conducts annual audits ensuring compliance and proper record/receipt keeping.

8.2 Monitoring of SPPS Project:

[Confirm that a documented M&E arrangement is in place that specifies what will be assessed, by whom, when, and how. Discuss how M&E information supports the assessment of effectiveness and identify any issues.

Provide evidence and analysis and discuss the extent to which the investment makes appropriate use of time and resources toward achieving its end-of-investment outcomes. Explain if M&E information supports the assessment of efficiency through monitoring both expenditure and the delivery of outputs.]

A project M&E plan exists, based on the Project Document of the project. Those indicators are monitored by an M&E Officer, and regularly updated and reported to the UNDP Country Office. The UNDP Country Office has a central international M&E expert supporting all projects on M&E. The SPPS M&E Officer and Project Manager must attend quarterly UNDP M&E trainings and submit updated M&E Plans. Additionally, the procurement of goods and services is supported by a Procurement Plan

based on the Annual Work Plan. The UNDP Country Office Partnership Cluster regularly follows up with all UNDP projects on expenditures and procurements to ensure competitiveness and value for money (Mid-Year Review, End-Year Review, Implementation Clinic Sessions). The project must meet monthly with the head of the UNDP Thematic Cluster (Resilience and Inclusive Growth) to update on progress and challenges; this is also mirrored with the National Project Director (Government side).

On the Government side, SPPS is required to regularly report: Monthly to Cabinet Division and the Implementation and Monitoring and Evaluation Division (IMED) of the Planning Commission, Quarterly Status Report to Economics Relation Division (ERD) of Ministry of Finance.

Additionally, the Project Steering Committee (PSC) meets annually to monitor and guide project implementation.

Combined, the aforementioned information and procedures are used to regularly assess the implementation of the project and provide course correction when necessary.

8.3 Value for Money for 2018

Indicator	Explain and provide evidence for 2019
b) % of spending	2019 Budget: USD 1,248,133 / AUS 1,673,932 [USD to AUS 1.341; UN Operational Exchange, January 2020] 2019 Delivery: 100%
b) Committed to eliminating inefficiency and duplication and applying lessons learnt to enhance VfM	The personnel structure of the project is reviewed regularly by the Project Manager who guides staff on their expected deliverables, ensuring each team member has specific duties related to the project. No duplicate roles exist. Internally, every UNDP project has a mid-year and end-year review, where among other information, Lessons Learned are recorded and analysed. These lessons learned are taken into considering when planning the subsequent Annual Work Plan in January (i.e. 2018 end-year lessons learned inform 2019 AWP).
c) Delivers defined services within budget (predicted budgets compare well to actual expenditure)	2019 Budget: USD 1,248,133 / AUS 1,673,932 2018 Delivery: 100% Service Delivery: On-Track
d) Scrutinises costs to pursue the most cost-effective options and considers proportionality in planning/allocating resources	The project Annual Work Plan is developed in the beginning of the year and budgets are allocated based on the level of service delivery required under each output based on internal estimates of market rates based on previous contracts issued by UNDP. The Annual Work Plan is revised throughout the year when required. All expenses are planned for in line-by-line budgets to ensure every component of an output expenditure is in line or below market rates (i.e. for the Social Protection Conference, 55 sub-budget lines [under the 1 Annual Work Plan budget line for this activity] were drawn up and sent to our 2 long-term-agreement vendors; the vendors bid independently, breaking down their expense for each budget line, and the lowest total cost bid was selected); additionally, the UNDP Procurement Unit went back to the selected vendor on multiple sub-budget lines requesting explanation and / or reduction, which was successfully obtained. Another example is UNDP entered into negotiations with the top-scoring bidder for the Situation Assessment, resulting in USD 16,500 savings. This type of rigorous mindset is held for all project expenditures.
e) Robust systems and procedures in place to monitor and manage VfM during implementation	All procured goods and services run through the UNDP Country Office Procurement Unit ensuring competitive, cost-effective procuring. UNDP Country Office conducts annual audits ensuring compliance and proper record/receipt keeping. The project considers VfM via economy (ensuring the right procurements), efficiency (monitoring economy against

	achieving results), and effectiveness (effect of all inputs toward achieving results).
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8.4 Monitoring of SPPS Project:

A project M&E plan exists, based on the Project Document of the project. Those indicators are monitored by an M&E Officer, and regularly updated and reported to the UNDP Country Office. The UNDP Country Office has a central international M&E expert supporting all projects on M&E. The SPPS M&E Officer and Project Manager must attend quarterly UNDP M&E trainings and submit updated M&E Plans. Additionally, the procurement of goods and services is supported by a Procurement Plan based on the Annual Work Plan. The UNDP Country Office Partnership Cluster regularly follows up with all UNDP projects on expenditures and procurements to ensure competitiveness and value for money (Mid-Year Review, End-Year Review, Implementation Clinic Sessions). The project must meet monthly with the head of the UNDP Thematic Cluster (Resilience and Inclusive Growth) to update on progress and challenges; this is also mirrored with the National Project Director (Government side).

On the Government side, SPPS is required to regularly report: Monthly to Cabinet Division and the Implementation and Monitoring and Evaluation Division (IMED) of the Planning Commission, Quarterly Status Report to Economics Relation Division (ERD) of Ministry of Finance.

Additionally, the Project Steering Committee (PSC) meets annually to monitor and guide project implementation.

Combined, the aforementioned information and procedures are used to regularly assess the implementation of the project and provide course correction when necessary.

2 Any outstanding issues:

All under UNDP funds:

- Book Launch
- Project Final Evaluation

The completion of the First NSSS Mid-Term Implementation Review (MTR) was a key monitoring achievement in 2019 which identified in detail the progress and challenge areas of NSSS reforms to date. The MTR has been presented to the various CMC coordination structure committees and findings and recommendations are being reviewed and prepared for action steps for implementation from 2020. Critical issues going forward for the CMC coordination structure: reducing beneficiary exclusion errors, adopting and planning to act on MTR recommendations, national social insurance scheme, child-benefit scheme consolidation, and value of cash transfers in key schemes.

The Social Security Conference has been a positive platform for stakeholder engagement and GoB progress and challenges in reforming social security in Bangladesh, contributing to an overall demand for government accountability.

Progress on NSSS Action Plans has been continuing, and key supporting Action Plans, including Gender, Communication, and Urban, among other policy documents including Persons with Disability perceptions assessment, Single Registry situation assessment, and national social insurance framework, have been developed in 2019, which feed into critical decision-making processes in 2020.

Overall, the GoB's position in terms of governance and systems strengthening has continued to improve. The GoB decision to include NSSS Action Plan progress and coordination management in the Annual Performance Agreements (APA) of line ministries will further strengthen the managerial functions.

In regard to the operational functions of the SPPS programme, the UNDP Country Office, in particular, the Resilience and Inclusive Growth Cluster, Business Development and Partnership Cluster, Operations (procurement, HR, IT) and Country Office Research Teams as well as Senior Management significantly supported procurement of goods and services (including through competitive procurement channels and entering in to vendor negotiations), timely staff deployment, and providing quality assurance through monitoring, delivery of programme outputs, budget and financial approval through Atlas system, and terms of reference.

9. FINANCIAL PROGRESS – UNDP COMPONENT OF SGSP

9.1 Financial Progress 2018 - January 2020

From 2018 to January 2020, UNDP received a total amount of AUS 3,000,000, equivalent to USD 2,236,888 from DFAT; in total two instalments. The overall financial cumulative progress showed 100 percent fund utilization by January 2020 against the received fund.

Table 9.1.1: Description, Expenditure and Fund Balance as of January 2020

Description	Amount	
	AUS	USD
A. Fund Received by Instalments:		
A.1: 1 st instalment of fund received on 05 March 2018	642,600	502,817
A.2: 2 nd instalment of fund received on 30 August 2018	2,357,400	1,734,072
Total Fund Received for 2018-2020	3,000,000	2,236,888
B. Expenditure of Received Fund		
B.1: Expenditure for January 2018 – December 2018	1,326,068	988,755
B.2: Expenditure for January 2019 – January 2020	1,673,932	1,248,133
Subtotal ATLAS Expenditure: 2018 & 2020	3,000,000	2,236,888
Financial Progress: Expenditure against Received Fund (%)	100%	

Table 9.1.2: Detailed Statement of DFAT Funded Expenditure 2018 – January 2020

Description	Expenditure	Expenditure
	AUD	USD
Common expenditure for Outcome - 1 and Outcome - 2		
A. Human Resources	581,191	433,353
B. Operations (Office, travel, expendable & Non-expendable equipment, printing, security, M&E, communication, training, workshops, retreat, printing, miscellaneous)	154,000	114,827
Sub-Total	735,191	548,180
Outcome 1: Better governance of social protection		
Output - 1.1 Policy guidance on NSSS action plans implementation	70,000	52,194
Output - 1.2 Strengthening of the NSSS M&E framework to improve efficiency and effectiveness	138,956	103,610
Output - 1.3 Formulation of and advocacy for NSSS gender policy	105,000	78,291
Output - 1.4 Diagnostic studies	556,605	415,021
Output - 1.5 Development of specific policies / plans on vital issues including NSSS communication, urban policies/strategies/action plans	199,068	148,431
Output - 1.6 Government capacity development on social security	460,081	343,050
Output - 1.7 Grievance Redress System capacity building	90,000	67,107
Sub-Total Work stream 1	1,619,711	1,207,704
Work stream 2: Policy Research		
Output - 2.1 Integrated MIS Single Registry with capacity building	197,357	147,155
Output - 2.2 Strengthening capacity for direct Government to Person (G2P) electronic payments	90,000	67,107
2.3 Review of SPPS Programme and NSSS Implementation in Bangladesh	135,519	101,047
Sub-Total Work stream 2	422,876	315,309
GMS (8% of donor funded direct costs)	222,222	165,695
Total Expenditure 2018 – 2019	3,000,000	2,236,888
* Note: 1USD = 1.341148953 AUD		

A. SPPS Programme's Contributions in National Social Security Reform

Social Security Reform Recent Updates in Key Areas

- ✓ Central Management Committee (CMC) for Bangladesh Social Security Programmes approved the NSSS Action Plan end of last year. Action plan composition of: 35 ministries/divisions (implementing and associate) action plans; 5 thematic clusters' plans, gender issues are covered.

Social Security Governance Reform

- National Level
 - ✓ Central Management Committee (CMC): Coordination, monitoring, and reform of social protection schemes / programmes up to 2025
 - ✓ Action Plan Preparation Sub-committee (under the CMC): Overseeing progress of implementation of the action plan by the ministries/divisions, and thematic clusters linked to APA
- Sub-national Level
 - ✓ Divisional Committee: has been formed by the CMC lately for bottom-up coordination
 - ✓ District Committee and Upazila Committee: ToRs revised.

Responsibilities:

Review of progress of implementation of the action plan embedded social security programmes by

- the implementation coordination committees at sub-district,
- coordination committee at district and division level, and
- apprise to the CMC.

4.2 Summary Progress of NSSS Reform and SPPS Programme's Contributions

A) Programmatic Reform

Category	Progress to Date	Contribution of SPPSP
Design, pilot and implement Child Benefit programme	Child Benefit Programme being designed with technical assistance from the WFP. Pilot and upscaling are underway to merge maternity allowance and lactating mother allowance into one child benefit programme for kids aged (0-4). The number of beneficiaries of education stipend for disabled students at primary and secondary school level was increased from 60,000 to 70,000 in FY 2016/17. The FY 2017/18 budget increases coverage to 80,000 students.	Inputs in Thematic Clusters and NSSS Action Plan
Primary and Secondary School Stipends: <ul style="list-style-type: none"> • Increase coverage and rate of stipends • Submit detailed implementation plan 	Primary school stipend has become universal covering about 15 million children. Secondary education stipend declined. Revised rate of stipend approved. Implementation plan finalized but not approved MoPME and MoE have been working on stipend programme reform. One of the visible progress in stipend is that payment system has gradually been digitized, with an aim to whole system digitization by 2017. AP indicates reform for stipend targeted to needy students. All school stipends are transferred through e-payment in order to minimise leakage and "ghost" payments.	Inputs in Thematic Clusters & NSSS Action Plan
Increase coverage and maintain quality for orphans' programme	Coverage increased by 12% per year. 120 thousand orphans are being covered. No quality evaluation undertaken so far.	Inputs in Thematic Clusters and NSSS Action Plan

Category	Progress to Date	Contribution of SPPSP
Rolling out of school meal programmes nationwide	School meal programme has not been extended nationally. School feeding programme rolled out in 104 poverty prone Sub-districts (Upazilas). Cabinet approved School meal policy for cooked food available to all public schools by 2021.	
Conduct study on child maintenance for abandoned children Formulate and implement policy	MoSW APs indicate - existing programmes are directly or indirectly related to child maintenance. Allowance for transgender increased from BDT 500 to BDT 600 (last year the beneficiary allowance number was 2340).	Inputs in Thematic Clusters and NSSS Action Plan
Strengthen Immunization, Child Healthcare, Nutrition and Water and Sanitation	MoHFW AP indicates – sector programme emphasised on strengthening of their existing programmes with reform ideas within the programmes.	Inputs in Thematic Clusters and NSSS Action Plan
Strengthen Education and Training	MoPME and MoE APs informed on 6 on-going programmes with reform on qualitative improvement in education by use of IT. Improved and expanded vocational / technical training programmes nationwide.	Inputs in Thematic Clusters and NSSS Action Plan
Strengthen Workfare Programmes	MoDMR and LGD APs informed on-going programmes and suggest consolidation will be happened in due process. The 100 days programme has been changed to 40 days in the first phase; and then another 40 days. Disaster response programme to provide food and cash support to 330,000 families affected by flash floods in 2017.	Inputs in Thematic Clusters and NSSS Action Plan and diagnostic study
Introducing Unemployment, Accident, Sickness and Maternity Insurance under National Social Insurance Scheme (NSIS)	The allocation for tea garden labourer is increased from BDT 100 million to 150 million. Tea labourers are likely to be given BDT 5,000 each instead of food assistance. Financial Institutions Division (FID) in collaboration with Finance Division has been working on formulating a plan for implementing NSIS. Ministry of Health has been initiated a pilot on health for vulnerable families in three Upazilas of Tangail district.	Inputs in Thematic Clusters and NSSS Action Plan and conduct social insurance feasibility study
Consolidate into one VWB programme on a cash basis (taka 800 / month).	MoWCA AP indicates Vulnerable Women Benefit (VWB) job opportunity programmes in 400+ upazilas. Widow and deserted women allowance increased from BDT 400 to BDT 500. The number of beneficiaries is increased from 1.113 million to 1.15 million	Inputs in Thematic Clusters and NSSS Action Plan and conduct diagnostic study
Provision of Childcare across all Formal & Informal Employment	MoWCA plans run ‘Day Care Programme for Lower- and Middle-Income Working Women’, will be replicated at the district and upazila levels.	Inputs in Thematic Clusters and NSSS Action Plan
Maternal health care	MoHFW AP indicates – poorer will be more focus under sector programme in particular ‘Maternal, Neo-natal, Child and Adolescent Health’; and	Inputs in Thematic Clusters and NSSS Action Plan

Category	Progress to Date	Contribution of SPPSP
	'Maternal, Child, Reproductive and Adolescent Health' programmes. Beneficiaries and allocation have been increased for assistance to the people affected with cancer, kidney disease, liver cirrhosis, paralysis and heart disease in since FY 2015-16.	
Old Age Allowance (age 60+)	MoSW AP proposes reform in Old Age Allowance: increased from BDT 400 to 500 per month; beneficiary figure increased from 3 million to 3.15 million (5% increment). The freedom fighter's allowance has been increased to BDT 10,000 from BDT 8,000. Benefits shifted to universal.	Inputs in Thematic Clusters and NSSS Action Plan
Government Service Pension	Universal pension scheme for all, national budget 2018-19 declared.	Inputs in Thematic Clusters and NSSS Action Plan
The National Social Insurance Scheme (NSIS)	The FID has been working to find out a suitable model of NSIS. Negotiation process progressing with the insurance companies. The MoLE plans to upscale of their small-scale programmes for unemployment insurance. Cabinet Division will provide assistance in scope of piloting social insurance.	A meeting with MoL and FID & Cabinet Division decided SPPS will organize a workshop on prospects of social insurance in Bangladesh with IDRA
Private Voluntary Pensions	The Finance Division has been working to establish a 'Pension Fund Management Authority'.	Inputs in Thematic Clusters and NSSS Action Plan and conduct feasibility study
Strengthening the System of Social Security for People with disability	MoSW AP indicates target-based programmes for male, female and children with disability will be running with existing limited programmes on disable people. Allowance for insolvent disabled increased from BDT 500 to BDT 600; while the beneficiary figure increased from 0.6 million to 0.75 million.	Inputs in Thematic Clusters and NSSS Action Plan and conduct perception study
Strengthening the Social Security System for the Urban Poor	World Bank UNDP / DFID jointly arranged urban poverty seminar and urban social security is emphasised. PMO urges the importance of Urban Social Protection and instructed the Cabinet Division for more urban inclusion in NSSS.	SPPS Programme gave a presentation highlighted urban inclusion in NSSS in last LCG. SPPS Programme will provide support under DFAT fund for NSSS Urban inclusion diagnostic, strategy and action plan, and conduct urban social protection diagnostic study and strategy and action plan
Consolidate and Reform Food Security Type Programmes	Ensure food security to the rural poor with subsidize price BDT 10 / kg under OMS. Major policy shift – Food to cash in workfare programmes.	Inputs in Thematic Clusters and NSSS Action Plan and conduct diagnostic study
Consolidate small schemes	The ministries are taking measures to identify the smaller programmes which need to be consolidated with or discontinued in consistence with the spirit of the NSSS.	Based on NSSS Action Plan, SPPS Programme under DFAT fund has drafted a Business Case in this regard, and conduct diagnostic study
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B) Institutional Reform

Category	Progress to Date	Contribution of SPPSP
Two-phase Reform: CMC led Cluster Coordination Approach of Implementing Ministries MoSW to implement Lifecycle Programmes and Coordinate with Social Security Programmes (2026)	<p>Reform in CMC completed from Monitoring to Management – a greater role of coordination and effective implementation of NSSS. CMC sub-committee led action plan preparation and will monitor and policy guidance for AP implementation.</p> <p>Five thematic clusters established and meet quarterly coordination meetings.</p> <p>CMC focal points coordinate respective implementing ministries implementation of their action plans, and appraise reform including SPPS Programme activities.</p> <p>District and Upazila Social Safety Net Committee intensified coordination of social security programmes in respective areas.</p>	Inputs in CMC, CMC Focal Points, and Thematic Clusters, NSSS M&E Committee & NSSS Action Plan
Establish a Single Registry Management Information System	SID/BBS includes Single Registry in their AP.	<p>Based on Action Plan, a Committee has been constituted composition of Cabinet Division, Finance Division, IMED, Registrar General, and SID/BBS under the Chair of Member, GED. The Committee will appraise CMC for endorsing a Single Registry Master Plan.</p> <p>Assessment and feasibility study on single registry MISs across social security schemes implemented by ministries and will develop a Master Plan.</p>
Strengthen G2P Payment Systems to Promote Financial Inclusivity	<p>FID and Bangladesh bank issued circular nation-wide G2P through e-payment in 2012.</p> <p>Social Security Programmes implemented by different ministries introduced G2P in order to ease the payment system.</p> <p>Finance Minister declares G2P e-payment in social security programmes.</p>	<p>Financial inclusivity (G2P and P2P) has been initiated under a pilot in SWAPNO Project of LGD in two districts under SPPS Programme.</p> <p>SPPS Programme initiated e-payment and financial behaviour pilot in SWAPNO Project districts under DFAT fund.</p>
Establish a results-based M&E System	Results-based M&E Framework developed	SPPS Programme developed a results-based NSSS M&E discussion paper and a national dialogue endorsed it. A high-level committee under the chair of Member, GED will prepare a national report under DFAT fund through SPPS Programme.