
**FOURTH QUARTERLY
REPORT:**

**1st OCTOBER –
31st DECEMBER 2016**

**Prepared for
Strengthening Public
Financial
Management for
Social Protection
(SPFMSP) Project**

January 2017

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Acronyms

a2i	Access to Information Project
BBC	Bangladesh Computer Council
BBS	Bangladesh Bureau of Statistics
DD	Deputy Director
DfID	Department for International Development
DFAT	Department of Foreign Affairs and Trade
DGHS	Directorate General of Health Services
DSF-MHVS	Demand-Side Financing- Maternal Health Voucher Scheme
DSS	Department of Social Services
ED	Executive Director
FD	Finance Division
G2P	Government to People
GoB	Government of Bangladesh
HDWWA	Husband-Deserted Women and Widow's Allowance
iBAS	integrated Budgeting and Accounting System
IPF	Institute of Public Finance Bangladesh
LM	Line Ministry
LMA/MA	Lactating Mothers Allowance and Maternity Allowance
MIS	Management Information System
MJF	Manusher Jonno Foundation
MoDMR	Ministry of Disaster Management and Relief
MoE	Ministry of Education
MoF	Ministry of Finance
MoHFW	Ministry of Health and Family Welfare
MoPME	Ministry of Primary and Mass Education
MoSW	Ministry of Social Welfare
MoWCA	Ministry of Women and Children's Affairs
MSP	Maxwell Stamp PLC
NID	National ID
NPD	National Project Director
OAA	Old Age Allowance
PESP	Primary Education Stipend Programme
PD	Project Director
PFM of SP	Public Financial Management of Social Protection
PIC	Project Implementation Committee
PSC	Project Steering Committee

RFP	Request for Proposal
SGSP	Strengthening Government Social Protection Systems for the Poor Programme
SPBMU	Social Protection Budget Management Unit
SPFMSP	Strengthening Public Financial Management for Social Protection Project
TAPP	Technical Assistance Project Proforma
ToR	Terms of Reference
UNDP	United Nations Development Programme
VfM	Value for Money
VGDP	Vulnerable Group Development
VGFF	Vulnerable Group Feeding
WB	World Bank
WFP	World Food Programme

Executive Summary

The 4th Quarterly Report is submitted by Maxwell Stamp PLC (MSP) to the UK Department for International Development, Bangladesh (DfID) and Australian Department of Foreign Affairs and Trade (DFAT). This Quarterly Report for the Strengthening Public Financial Management for Social Protection Project (SPFMSP) covers the implementation period from 1 October 2016 to 31 December 2016. SPFMSP is one of five components of the larger Strengthening Government Social Protection Systems for the Poor Programme (SGSP).

The Project has continued the pace of the previous quarter. Since September 2016, progress has been made in the major work stream areas of capacity development, diagnostic and research studies, and Management Information System (MIS) development. All work plan targets from the Annual Work Plan relevant to this quarter have been met and work continues on pace. This is in part due to a growing ownership and commitment from the Government of Bangladesh (GoB), specifically the Finance Division (FD) of the Ministry of Finance (MoF), towards SPFMSP. There has been a visible increase in the active participation of GoB officials from FD, Social Protection Budget Management Unit (SPBMU), and the six associated Line Ministries (LMs) in various activities of the Project. Commitment and ownership has also been demonstrated by the SPBMU through ongoing plans to move into a joint office space with the SPFMSP team from January 2017.

The Project's capacity development initiative providing National Courses on Public Financial Management for Social Protection (PFM for SP) in Bangladesh is ahead of schedule and delivered a fourth well-received course in November 2016. A total of 43 Government officers at the implementation level were trained during this course and the closing ceremony was attended by the Honorable Secretary of MoWCA, Nasima Begum NDC, as the chief guest of the occasion and awarded certificates to the participants. The course curriculum touched upon a number of topics including social protection models, the role of grievance mechanisms, targeting, payment systems, budgeting, monitoring and practical applications in the Bangladesh context.

These national courses are designed with a high focus on sustainability. In this regard, the Project has aimed to have courses become increasingly more nationally-owned, by shifting towards a much higher concentration of national experts and practitioners as presenters rather than using international presenters. The SPBMU have become more involved in the planning of the courses and are taking the lead in many aspects such as participant recruitment, design of syllabus and course content. The Project anticipates that this trend will continue with the onset of the fifth national course in the next quarter.

Another aspect of the Project's capacity development component is Global Courses. A customised global course in Chiang Mai on PFM for SP was organised and attended by 30 mid-to-high level government participants in October 2016. Plans are now underway with the ILO to organise a second customised global course on PFM for SP for an additional 20 participants in Turin, Italy in April 2017.

The Study Tour initiative of the capacity development work stream is well-underway. The Project is currently making arrangements for a second Study Tour in Kenya in January 2017, and a third in Indonesia in March 2017.

The work plan for developing the MIS is in place and procurement of a software developer firm was completed by the end of October 2016. This MIS will be piloted in one social protection scheme of the Ministry of Women and Children's Affairs (MoWCA) and in the SBPMU. It will also have interface capabilities with an MIS which is already being developed for a scheme of the Ministry of Social Welfare (MoSW). To support the MIS development, one Senior System Analyst and One System Analyst from the Ministry of Finance (MoF) have been assigned to SPBMU as part of MIS Team.

The Project's diagnostic studies and research initiatives continued progress during this quarter. The recommendations of the draft report on the diagnostic study of MoWCA's Vulnerable Group Development (VGD) scheme was discussed with the Line Ministry and their recommendations are

being followed up on. A diagnostic study of the Ministry of Health and Family Welfare's (MoHFW's) Demand-Side Financing- Maternal Health Voucher Scheme (DSF-MHVS) was completed and accepted by the Line Ministry in December 2016. The Project's third diagnostic study focused on two social protection programmes of MoSW, Old Age Allowance (OAA) and Husband-Deserted Women and Widows Allowance (HDWWA) began in November 2016. A research study on Payment Systems for Social Benefits is nearing completion, with dissemination of the final report expected to happen in January 2017.

A strengthened and active SPBMU has been providing greater assistance to the Project in supporting all initiatives. As mentioned above, the Executive Director (ED) and the Deputy Director (DD) of the SPBMU were joined by two MIS specialists from FD and the SPBMU is in the process of recruitment of an additional two programmers, one maintenance engineer, and other supporting staff for their MIS unit. The FD has also committed to filling the vacancies of the three remaining DDs by February 2017. Currently, the SPBMU is housed in a government building where there is a limited amount of office space. However, preparations, led by the SPBMU, to coordinate a move to a new office space in January 2017 where the SPBMU and SPFMSP consulting staff will be co-located are finalised. A rental agreement was signed with the landlord in December 2016 and security measures and initial set-up of facilities are already underway.

1 Brief Background & Introduction

The Strengthening Public Financial Management for Social Protection (SPFMSP) Project is a complex technical assistance intervention that works closely with the Finance Division of the Government of Bangladesh (GoB) Ministry of Finance (MoF), and six implementing LMs including the Ministry of Social Welfare (MoSW), the Ministry of Primary and Mass Education (MoPME), Ministry of Women and Children's Affairs (MoWCA), the Ministry of Education (MoE), the Ministry of Health and Family Welfare (MoHFW) and the Ministry of Disaster Management and Relief (MoDMR). The Project is co-financed by UKaid through the Department for International Development (DfID) and Australian Aid through the Department of Foreign Affairs and Trade (DFAT) and is managed by Maxwell Stamp PLC (MSP).

SPFMSP is one component of the DfID-funded Strengthening Government Social Protection Systems for the Poor Programme (SGSP). The aim of the five-component SGSP Programme is to support the GoB to establish policies, budgets and plans for a more effective and efficient social protection system. The other four components of SGSP are being delivered by four implementing partners: the United Nations Development Programme (UNDP), the World Food Programme (WFP), WB, and the Manusher Jonno Foundation (MJF), a local Bangladeshi NGO.

The Technical Assistance Project Proforma (TAPP) of the SPFMSP Project was approved by the Government in August 2015. The Project is being implemented by the Social Protection Budget Management Unit (SPBMU) of the FD under the overall supervision of the Additional Finance Secretary (Budget) who also acts as the National Project Director (NPD) for the Project. An Executive Director (ED), who also is the Project Director (PD), is heading the SPBMU. SPFMSP has two governance structures: 1) The Project Steering Committee (PSC) oversees the Project and is chaired by the Finance Secretary with representation from six LMs, DfID, DFAT and other government relevant ministries/agencies; and 2) the Project Implementation Committee (PIC), chaired by the NPD with representation from six LMs, DfID, DFAT, monitors the timely implementation of the Project.

The following are the major activities of SPFMSP:

Operationalising the SPBMU within the FD – The SPBMU is leading the implementation of the Project and upon completion of the Project it will continue as a permanent unit of the Budget Wing of the FD. The purpose of establishing the SPBMU is to enhance the capacity of the FD: i) to draw an evidence-based social protection budget that responds to efficiency and effectiveness objectives, ii) to improve monitoring of social protection expenditure and iii) to analyse existing policies, procedures, and systems and commission studies and research to improve/reform the existing systems.

Undertaking Diagnostic Studies of Existing Social Protection Schemes – The Project is commissioning seven diagnostic studies of schemes of 6 LMs with a view of improving value for money (VfM) through better targeting, preventing leakages, avoiding duplication and bringing greater efficiency to the delivery systems including payment of benefits.

Conducting Research – The Project is commissioning demand-driven, issue-based, and exploratory research with the objective of supporting the reform of the existing social protection system by filling gaps in knowledge and meeting requests for additional analysis.

Preparing Costed Plans for the Reforms of Priority Social Protection Schemes – The Project will assist the Government in preparing costed reform plans for existing social protection schemes on the basis of the results of the diagnostic studies and research studies undertaken by SPFMSP.

Establishing an MIS to Track and Evaluate Social Protection Expenditure – The Project is assisting the FD in establishing a functional and effective MIS to perform cross-cutting monitoring including expenditure tracking, analysis and evaluation of social protection schemes. The system will be piloted in the SPBMU and in two selected LMs.

Training and Developing Capacity – The Project is implementing a number of capacity development initiatives for SPBMU, FD and the six LMs. The major activities in this area include national and global training courses for suitable GoB officials on the different aspects of social protection relevant to the objectives of the Project and study tours for policy-level officials to acquire knowledge on best global practices in social protection.

2 Progress & Key Achievements

This Quarter, SPFMSP has succeeded in achieving a number of planned activities during October-December 2016 (see Annex III- Work Plan).

The activities and key achievements are described under the four major Project outputs below.

2.1 Output 1- Improved GoB capacity to develop social protection policy & budgets and coordinate & monitor the implementation of the social protection system

To strengthen the Public Financial Management of SP (PFF of SP) schemes in the country, GoB specifically requires capacity development support to improve national systems for budgeting, targeting, programme delivery, fiduciary risk management and monitoring & evaluation. Sharing global lessons and building the technical capacities of key GoB officials increases the ability of the Government to make positive changes and run more effective and efficient social protection schemes. GoB officials from national to the Upazila (UPZ) level of Government require this capacity development.

Based on a demand-side assessment conducted by SPFMSP, the following areas were identified as methods for training: 1) national training courses 2) global training courses and 3) study tours.

The delivery of such social protection training with a focus on public financial management aspects contributes to two related objectives: 1) it helps facilitate a positive policy environment that is conducive to integrated and comprehensive social protection reform and 2) it provides relevant GoB officials with the technical skills necessary to advocate for these changes. Initiatives to develop capacity at both the policy level and delivery level - particularly through sharing lessons of global experiences in similar contexts - can help build political will and strengthen multi-stakeholder support for social protection initiatives and more effective public financial management of those initiatives.

Outlined below are the major achievements of the Project so far in the three training components.

2.1.1 National Courses

According to SPFMSP's Capacity Development Strategy, a total of seven national courses are to be implemented by the SPBMU. The total target of participants from GoB is 280. This capacity development initiative is demand-driven, and has a high level of Government and national ownership. This is vital in terms of enabling the long-term vision to make these courses sustainable by having them institutionalised into the social protection capacity development of the GoB.

So far, four national courses have been conducted up until December 2016 with a total of 152 GoB officials trained – 54% of the targeted numbers. The details of the fourth course, which was conducted during this quarter, are outlined below.

2.1.1.1 Fourth National Course

The fourth national course on PFM for SP was held from 27 November to 2 December 2016. The training was held at the Institute of Public Finance Bangladesh (IPF) based at Segunbagicha, Dhaka. IPF is an initiative of FD in response to the need for capacity development in overall PFM of GoB.

The course curriculum covered a number of topics including social protection models, programme design, targeting, payment systems, budgeting, grievance mechanisms, monitoring and practical applications in the Bangladesh context.

The course was inaugurated by Mr. Jalal Ahmed, Additional Secretary, MoF and attended by the NPD, Mr. Mohammad Muslim Chowdhury, Additional Secretary, MoF. Representatives from DFAT and MSP joined the ceremony. The closing ceremony was attended by the Honorable Secretary of MoWCA, Nasima Begum NDC, who was the chief guest of the occasion and awarded certificates to the participants.

A total of 43 field-level government officials attended the national course from FD and five LMs (see Annex I). Six participants were nominated as future facilitators of national courses to address the need for building national-level capacity to organise and implement similar capacity development initiatives independently. The Fourth course was designed for the officials who are directly involved in the field level and working with the beneficiaries closely. Participants expressed that although GoB has been implementing social protection schemes for decades, they had received no formal training or conceptual clarity on the social protection. For the majority of participants, this was the first time for these participants attending a course which was designed specially on social protection. This course was found to be very much helpful to them for increasing their knowledge, skill and attitude especially on the social protection.

Participants' feedback on the training course was collected at the conclusion of course. The results should a rise in satisfaction towards the organisation and smooth running of the course as compared to the feedback of the previous three courses. The course also saw a large improvement in scores for the method of presentations, likely due to the decision to allow all national resource persons to present in Bangla.

Suggestions from participants, as well as national resource persons will be taken into consideration in the design of the fifth national course.

2.1.1.2 National Course Strategy Going Forward

Now that the Project has completed four national courses, SPFMSP along with our government counterparts have been taking an introspective look at our current national course strategy and how it can be optimised going forward. For the first four courses, SPFMSP contracted a third party, the International Network for Social Protection Inquiry (INSPIRE), to coordinate the course.

Now that SPFMSP and the SPBMU have gained ample experience and learned from the implementation of the previous national courses, the Project and the Government are confident that we can take on more responsibility for coordinating the remaining courses. Having the SPBMU leading the course design, organisation and implementation would contribute to the institutionalisation and sustainability of such national courses after the end of the project. With this in mind, a joint meeting will be held in January 2017 to discuss how the remaining three national courses should be shaped, who the target participants should be and where the courses should be held. It has already been decided the all SPFMSP national courses going forward will be nationally-run.

2.1.2 Global Courses

Global courses that combine high quality and robust engagement with a group of diverse experts and practitioners can be an effective way of imparting lessons and global experiences of similar countries in the social protection sector.

According to the Project's Capacity Development Strategy, SPFMSP aims to organise three major global courses and facilitate a smaller number of individuals to participate in world-renowned courses on social protection. The overall target of participants in such global courses is 96.

2.1.2.1 Chiang Mai Global Course

A tailor-made global course in Chiang Mai for 30 government officials was held from 10 - 14 October 2016 (for full list of participants, see Annex I). The course was organised in partnership with INSPIRE and covered policy-level topics ranging from capacity development, programme identification, programme design, programme implementation, monitoring and evaluation and programme financing.

To draw upon the global experiences of other countries, international experts and social protection practitioners from the UK, Indonesia, Thailand, and South Africa presented to participants. Presenters included Dr. Michael Samson, Mr. Pungky Sumadi, for Director of Social Protection and Welfare at BAPPENAS (the National Development Planning Agency of Indonesia), Ms. Caroline Pulver and Mr. Charles Knox, Social Protection Policy Advisor, HelpAge, and Selwyn Jehoma and Stalin Links, both of whom are former South African civil servants.

The global course also included a field trip to Thai Social Development and Human Security Office, Chiang Mai where a presentation by government official on Thai social protection schemes was made.

A course evaluation was completed by all participants at the end of the course. At the time of writing, the course evaluation has not been sent to SPFMSP, but the results have been requested.

2.1.3 Study Tours

Study tours to countries with important social protection evidence to share provide an opportunity to leverage global lessons and experiences. The Project's Capacity Development Strategy plans for study tours to be conducted with a total of 60 GoB participants.

2.1.3.1 India Study Tour

At the beginning of 2015, MoF showed its keenness to review the experience of India¹ with regard to reforming pensions for the formal public sector as well as the informal sector and the poor including issues revolving around social protection reform. Between 27 March and 8 April 2016, a study tour to India was undertaken with 8 GoB officials from FD.

Since the completion of the study tour, the Project has pushed the government to hold a dissemination workshop to facilitate the sharing of experiences and learn about the knowledge gained through the study tour and the practical applications of that knowledge. Unfortunately, because of the impending announcement of a similar integrated and inclusive pension system in Bangladesh, the government cancelled a dissemination workshop planned for June 2016. GoB has now purposed that they hold a dissemination workshop in March 2017 to share how the experience helped influence the government to design a similar scheme and other practical applications the learning has had for the participants.

2.1.3.2 Kenya Study Tour

The Project is currently making arrangements for a second Study Tour in Kenya in January 2017 for 8 participants. The focus of this study tour will be multifaceted and will touch upon such pertinent issues as the management of social protection programmes in Kenya, the Kenyan social protection policy framework, understanding the financial management processes and procedures of social protection programmes in the country, understanding the payment delivery mechanisms of social transfers, and learning about Kenya's MIS systems and the newly-launched single registry tool.

The participants have been nominated and initial arrangements have been made. MoF also sent a formal letter to the Kenyan State Department for Social Protection, Ministry of East African Community, Labour and Social Protection in December 2016. The Kenyan Government sent back a

¹ The systems and provision in Bangladesh are very similar to that of India which has had a decent beginning in providing contributory and co-contributory pension schemes to the vast informal sector poor workers.

formal reply in December 2016 expressing their enthusiasm and confirming meetings. A dissemination workshop is being planned to be held shortly after the completion of the study tour.

2.1.3.3 Future Study Tours

A third study tour in Indonesia is also being arranged for March 2017 for approximately 11 participants. The Project team has already made initial contact with DFAT's Social Protection Hub in Jakarta to help facilitate the tour. Another three study tours to absorb the remaining 33 participants targeted in the Capacity Development Strategy will be planned up to July 2017.

2.1.4 Management Information System (MIS)

As envisaged in the TAPP, one of the core functions of the capacity development initiative of SPFMSP is to develop an MIS for the SPBMU as well as for the Maternity Allowance of MoWCA that ensures efficient and effective social transfers to the poor, monitors and controls fiduciary risks, and increases VfM in delivery of social protection programmes. The MIS will eventually interface with the already existing MIS for MoSW's Old Age Allowance. The SPFMSP Project team have been working on modalities of realising this objective as evident in the progress in the MIS work stream over the past one year.

Described below is the brief analysis of some of the key activities that the SPFMSP MIS team have undertaken during this Quarter.

2.1.4.1 Procurement of Software Development Firm

The procurement of software development firm was completed at the end of October 2016 by following the processes proposed by MSP and agreed to by DFID and FD. The Commlink Info Tech Limited consortium was awarded the contract. After signing the contract, the company has started work on 1st November as scheduled.

2.1.4.2 Expansion of the MIS Team

The Government has shown its commitment to the Project by bolstering the MIS team from their side. In November 2016, a Senior System Analyst and a System Analyst of MoF were assigned to SPBMU as part of the MIS Team. They are both government officers and currently work in the SPBMU on a part-time basis. Two programmers and one system engineer are being recruited to join the SPBMU as well.

The two additions to the SPBMU MIS team have been intimately involved in the initial inception phase and communicate on nearly a daily basis with the SPFMSP MIS team as well as the vendor.

2.1.4.3 Inception Report of MIS Development Firm

An MIS Inception report prepared by Commlink Info Tech Limited was submitted in the mid of November 2016. This was the first deliverable in the contract signed between Commlink Info Tech Limited and MSP.

The report provides a detailed account of how the SPBMU and MoWCA MIS will be developed and it's structured as follows:

- Proposed Methodology: This provides an overview of the solution including scope of work and the architectural overview of the system.
- Project Plan: Includes the work breakdown of the project in terms of different tasks and milestones, weekly milestones deliverable list and an activity-by-activity project plan including the time needed for each of the activities.
- Risk Management and Quality Assurance: includes the risk management procedure that needs to be in place for a successful implementation of the project, since global statistics show two thirds of all software projects fails, risk management is the single most important factor to consider.

- Project Team: Shows the positions of the team members, their organisation within the project development and support team, with suitable range of skills and experience to successfully deliver all the MIS Development project objectives.
- Technical Platform: includes a comprehensive list of the key tools and technologies for frontend, backend and business logic- stating from system analysis and design to the end of operational and acceptance testing, deployment and project handover.

2.1.4.4 Design and Development of MIS

This started on 1 November 2016 in the SPBMU and the Department of Women and Children Affairs. Two teams from Commlink Info Tech Ltd. are working on SPBMU MIS and MoWCA MIS separately. They gathered requirements for both SPBMU and MoWCA MIS and produced two System Requirements Specification (SRS) documents on 24 December 2016. The SRSs were reviewed and finalised by the SPFMSP MIS team by 31 December 2016. Design and development of both MISs has started and is expected to be completed by March 2017.

2.2 Output 2 – Ministry and Departments of the GoB are able to access and use a strengthened evidence base on poverty, vulnerability, nutrition and social protection

The Project plans to identify and implement diagnostic and research studies to generate evidence-based findings and conclusions on the existing social protection system in Bangladesh in a participative manner. The evidence, findings and recommendations from both types of studies shall later be utilised in the second year of implementation towards designing costed reform plans for selected social protection schemes for the Government.

Below is an outline of what has been achieved in the reporting period in the areas of scheme diagnostics and research studies.

2.2.1 Scheme Diagnostics

The Project has a mandate for performing seven diagnostic studies to provide operational and financial analyses of different schemes of six LMs. While the six LMs together have more than five dozen schemes, the Project selected seven in a rigorous manner with objective criteria being developed at every stage. A detailed account of the three-step methodology developed to select the schemes is outlined in the Scheme Identification Report which was approved in November 2015 by the PIC.

The schemes selected to be diagnosed are:

1. Vulnerable Group Development (VGD)
2. Vulnerable Group Feeding (VGF)
3. Demand-Side Financing- Maternal Health Voucher Scheme (DSF-MHVS)
4. Lactating Mothers Allowance/ Maternity Allowance (LMA/MA)
5. Old Age Allowance (OAA)
6. Husband-Deserted Women and Widow Allowance (HDWWA)
7. Primary Education Stipend Programme (PESP)

Based on the similarity of characteristics, the schemes so selected and approved by the PIC were regrouped in terms of sector (see Table 1). The schemes were grouped in such a way so as to enable a sector-based, holistic approach that could identify on macro scale opportunities for convergence, consolidation and synergies.

Table 1: Current Status of Diagnostic Studies

Sector	Name of Scheme	Name of Line Ministry	Status of Approval by PIC	Status of TOR Approval by LM	Status of Study	Remarks
Vulnerability Sector	VGD	MoWCA	Approved	Approved	Draft report finding accepted by MoWCA; Further Field Visits Requested	Dissemination Likely in February 2017
	VGF	MODMR	Approved ²	Approved	Likely to be started in Feb. 2017	Dissemination Likely in April/May 2017
Health Sector	DSF-MHVS	MoHFW	Approved	Approved	Final Report Submitted and Accepted	Dissemination held in Dec 2016
	MA / LMA	MoWCA	Approved	Approved	Study started in December 2016	Dissemination Likely in May 2017
Safety Net Sector	OAA	MOSW	Approved	Approved	Study began in November 2016	Dissemination Likely in Feb/March 2017
	HDWWA	MOSW	Approved	Approved		
Education Sector	PESP	MOPME	Approved	Being Prepared	Likely to begin in Apr 2017	Dissemination Likely in June 2017

2.2.1.1 Draft Report of the VGD Diagnostic Study

While the diagnostic study on the VGD of MoWCA had started much earlier, the feedback on the initial report was incorporated and submitted only in the current quarter. The summary of the report was submitted to the Ministry. The project team also subsequently met the Ministry officials (MoWCA) on the initial findings of the report that were based on the evidence from the field as well as primary and secondary search on the schemes. The draft report on VGD study was discussed in a meeting held at MoWCA on 18 December with the Additional Secretary of the Ministry residing.

The Ministry officials were satisfied with the findings and suggestions of the report summary. However, they have pointed out that few more upazilas should be visited in order to pick up different implementation status and levels being enforced by different civil societies / NGOs. While the initial ToR was discussed and finalised in consultation with the MoWCA, it was only subsequent to the first draft report that they pointed out the need for expanding the scope of field visits. While, on one hand the desire of the Ministry to expand the fields has delayed the process of final draft report as well as the dissemination workshop, it has also positively displayed their interest and buying into the Project as well as the diagnostic study findings.

² The approval for VGF came in the third PIC meeting in October, 2016.

Accordingly, the National consultant has been requested to conduct more field visits. The same has been fully facilitated by the MoWCA / DWA officials and in fact some of the officials have also assured their participation in the field trip. This clearly displays a greater ownership of the study and its subsequent findings on the side of the Ministry. The Ministry has shown keen interest in adopting the suggestions made in the first draft and is willing to invite higher officials for the dissemination workshop once the findings from the additional field visits are available. The project is hopeful that the dissemination as well as decision towards designing the costed reform for VGD shall be finalised in the quarter between January and March, 2017.

2.2.1.2 Completion of the DSF-MHVS Diagnostic Study

The Demand Side Financing Maternal Health Voucher Scheme was performed between September 21st and December 20th. A meeting on "Dissemination and Finalising the Draft Report on Diagnostic of DSF-MHVS" was held on 14 December 2016 by MoHFW in the Planning Wing of the Secretariat. It was attended by 25 stakeholders, including government officials from MoHFW and FD, and representatives from the World Bank and WHO. A list of participants is attached in Annex II. The meeting was chaired by Dr. A E Md. Muhiuddin Osami, Joint Chief (Planning), MoHFW.

The meeting minutes were issued by MoHFW, and stated that the meeting unanimously adopted the following recommendations of the report discussed:

1. Exploring the possibility of establishing an imprest fund to reduce delays in payments;
2. Reforming the existing payment system to the beneficiaries to include multiple payment options such as mobile banking, micro financial services, etc. which might be considered;
3. The programme should target the poorest upazilas first; possibility of universalisation of the scheme in 50 poorest upazilas and cost associate should be explored;
4. Rates for scheme services should be reviewed and rationalised to reduce gap in market price and avoid any distortion such as unnecessary c-sections and diagnostic tests;
5. Establishing a mechanism for coordination amongst DSF-MHVS and other similar programmes such as LMA/MA;
6. Developing a more 'user-friendly' guideline in the form of a booklet as part of awareness-raising on part of MoHFW regarding health services.

It was also agreed that as per the report, there was a prima facie evidence to take up the tasks of designing a reform to the DSF – MHVS programme. The SPFMSP project accordingly, shall bring in resources and consultants in consultation with the MoHFW and the DFID and work towards designing the reforms in the programme. The design of the reform plan should look into and incorporate the suggestions that were discussed in the meeting towards strengthening of the DSF – MHVS programme. This shall be taken up in subsequent quarters.

2.2.1.3 Diagnostic Study of OAA and HDWWA of MoSW

The team of consultants for the study was hired for the two diagnostic studies in the month of November, 2016 and the team started its work on the study. The team met the officials from the Ministry (MoSW) and the Department (DSW) as well as other stakeholders. The team also performed the field visit to the two districts as envisaged in the terms of reference. The team shall soon be submitting its first draft reports and the studies shall take further shape in the subsequent quarters.

2.2.1.4 Diagnostic Study of LMA/MA of MoWCA

The terms of reference (ToR) was finalised along with the MoWCA during the reporting quarter. The team of consultants was also placed towards the end of the quarter. Initial meetings with the Project as well as meetings with the MoWCA and DWA were held towards the second half of December.

The Additional Secretary, MoWCA has pointed out a certain set of questions to which they are looking for answers from the study. Again, while the ToR was being finalised, there was no such wish list from the Ministry, but during the first meetings with the team of consultants, this was brought up. The

Project along with the team of consultants is currently working on a strategy as to how to address the issues raised by the Ministry- namely that the consultants endeavour to do significantly more field trips. The study has been scheduled between December 2016 and April – May 2017.

2.2.2 Research Studies

A detailed Research Framework that cuts across various LMs has been designed and approved by the PIC. It includes but is not limited to, thematic, issues-based and exploratory research. Research shall be focused on a number of critical VfM-drivers at the level of programme design and operation: the form, level, duration and timing of transfers, targeting, conditionality, and implementation systems.

2.2.2.1 Draft Report on Payment Systems Received

The first draft of a research paper on payment systems of major social protection schemes in Bangladesh has been submitted, and feedback sent to the consultant team. The purpose of this research study is to bring together existing evidence, and recommend and generate new approaches to improve the effectiveness, social accountability, and reliability of cash transfers as part of the payment systems of social protection schemes. The study will provide background information and analysis of how a centralised government-to-people (G2P) payment system could be implemented in Bangladesh. The study shall make recommendations on the design of a central processing, accounting and payment system that could be located at the office of the Controller General of Accounts and used by different LMs to transfer cash to a high volume of scheme participants via different payment methods such as through individual banking accounts, mobile banking accounts, mobile money, postal transfer etc.

A workshop for the draft report to incorporate the further feedback of key stakeholders such as GoB and other development partners is expected to be held by end of January 2017, with the finalisation of the report occurring in February 2017. There are strong indications that the Payment System study might also lead to a demand for a costed reform of the payment system itself. The costed reform would then further provide designs and implementation approaches including identifying the institutional arrangements and mandates and roles of key officials with a road map of their capacity development. It largely involved a study and recommendations on the design of a central processing, accounting and payment system that could be located at the office of the Controller General of Accounts (CGA) and could be used by different line ministries to transfer cash (G2P) using different payment mechanisms such as using individual banking accounts, mobile banking accounts, mobile money, postal transfer etc., to a number of beneficiaries with low value but high volume transactions.

2.3 Output 3 – Costed plans are developed for the reform of priority social protection schemes

As mentioned in Output 2's section, the evidence, findings and recommendations from both the scheme diagnostics and the research studies are required for designing costed reform plans for the Government. As such, the work on these reform plans will not occur for the next several months while SPFMSP works on completing the research studies and diagnostics. This is in line with targets (there is no 2016 target for costed reform plans, but SPFMSP is responsible for delivering 2 by 2017 according to SGSP LogFrame).

However, the Annual Work Plan (Annex III) and Milestone Schedule (Annex IV) have been slightly more ambitious than the targets set in anticipating a first Costed Reform Plan to be completed by March 2017. Because of the time it takes to interact with the government and gain their feedback on diagnostic reports, and due to the additional requests MoWCA in particular has made, the Project Team feels that there is a risk of slippage. This risk has been reflected in an updated Risk Matrix (Annex V).

2.4 Output 4 - Ensuring that effective programme management arrangements are established to achieve programme outputs and objectives

2.4.1 PIC and PSC Meetings

The main task of PIC is to monitor the progress of implementation and ensure quality and timely delivery of Project outputs. The NPD chairs the PIC and it has representation from six SPFMSP LMs, Local Government Division, BBS, DfID, DFAT and the Team Leader of SPFMSP. The ED acts as the member-secretary of the committee. A third PIC meeting was held during the reporting period in October 2016. In it, an update of the Project's progress was given, the seventh social protection scheme to be taken up in a diagnostic study was approved (VGF), and the government recommitted to its efforts to ensure the SPBMU become fully staffed by the beginning of 2017.

There has yet to be a PSC meeting held due to the unavailability of the Finance Secretary, however plans are underway for the first meeting to be held in January 2017. The Finance Secretary chairs the PSC and it has representation from six SPFMSP LMs, Cabinet Division, Economic Relations Division, Local Government Division, Planning Commission, Implementation Monitoring and Evaluation Division, BBS, DfID and DFAT. The NPD acts as the member-secretary of the PSC.

2.4.2 Establishing SPBMU and Joint Office Space

The government, under the leadership of the NPD, have moved towards filling the remaining vacant positions of the SPBMU. The ED and DD of the SPBMU were joined by two MIS specialists from FD during the reporting period and the SPBMU has initiated the process of recruitment of an additional two programmers, one maintenance engineer, and other supporting staff. The FD has also committed to filling the vacancies of the three remaining DDs.

Although moving into a joint office space has been a significant challenge in the past, the Project has overcome this issue with the help and leadership of our government counterparts. All arrangements for moving the Project team and the SPBMU into a joint office in a private building located in Segunbagicha, Dhaka have been made by the FD. By the end of this reporting period, a rent contract was signed between the government and the owner and SPFMSP began its first phase of transferring office equipment and procuring all security arrangements necessary. The Project expects that by the second week of January 2017, the office move will be completed.

In anticipation of this move, the Project has proactively engaged with a local security firm who completed an assessment of the new office spaces and recommended several measures which will be taken up to ensure duty of care of SPFMSP's consultants. Measures include employing guards for the main door and office entrance, biometric door locks, and installing CCTV cameras.

2.4.3 Project Management and Risk Management

MSP hired a UK-based security consultancy firm, Guardian, to further review the existing security situation in Bangladesh and recommend further courses of action for smooth and safe functioning of project deliverables. The assessment was performed in November 2016. At the time of writing, the report is being finalised and the assessment results will be discussed with MSP in January 2017.

The overall risk management of the Project has been a high priority for MSP. The Project Manager is responsible and takes the lead in updating the Project's Risk Matrix (see Annex V) on a regular basis to ensure that risk areas are identified and appropriate mitigation strategies are being applied. Some of the main risks are identified under the Key Issues and Lessons section of this Annual Report.

3 Key Issues and Lessons

Key issues for this reporting period are outlined below.

3.1 New demands from the MoWCA on VGD and LMA/MA diagnostic studies may cause slippage in delivery of final reports and subsequently in beginning costed reform plans.

In the third PIC meeting, it was instructed that all ToRs for the diagnostic studies should be discussed with the concerned line ministry. Accordingly, the Project team had met and minutised the deliberations with MoWCA on the ToR for VGD in January 2016 and that of MA/LMA in December 2016. Despite the Ministry's approval of both ToRs, including the number of proposed field visits for each study, when consulted regarding the findings of the VGD report and at initial meetings with the MA/LMA consultancy team, MoWCA made requests for additional field visits to be conducted for both diagnostic studies.

The VGD the ToR, which mandated that the consultancy team would visit two upazilas, was finalised in consultation with MoWCA. Prior to the meeting with MoWCA on the findings of the diagnostic, there had been several interactions between the consultancy team and MoWCA to seek their downloading as well as cooperation and facilitation towards organising the two field trips. In fact, after the two specified field visits, the team of consultants met the MoWCA to brief them about the evidence gained and outcomes of the field visit. No questions were raised even at that stage. However, at the time of submission of the revised draft report, despite MoWCA accepting all the findings and suggestions of the report, MoWCA officials expressed their keen desire to cover as many as six (6) additional upazilas. While this request meant that the diagnostic study schedule was further delayed and required additional resources, it also illustrated the distinct buying in and ownership of the Ministry of the VGD diagnostic report.

For the MA / LMA diagnostic study, again, the ToR was approved by Ministry officials. However, after consultants were hired to conduct the study, MoWCA again expressed its desire to see the team cover more upazilas in field trips. In addition, they also requested to enlarged the scope of the study from a mere diagnostic study analysing the operational and financial efficiencies to one which also evaluates the issues and challenges faced by the Ministry in implementing the schemes in newly introduced regions. While adhering to the Minsitry's requests will delay the study and require additional resources, SPFMSP is heartened by MoWCA's sincere buy-in and ownership of the diagnostics being performed on its social protection schemes.

Because of the delay in delivering two diagnostic reports due to ad-hoc Ministry requests, there will potentially be a delay in the start of associated costed reform plans.

3.2 Delayed Dissemination Workshop for India Study Tour

The India Study Tour on pension reforms with a special focus on pensions for the poor was undertaken by the nine officials of the Finance Division in April 2016. While the delegation is highly appreciative of the learnings from the tour, the dissemination workshop could not be held for different reasons. Immediately after the study tour, the team was involved in a budget preparatory exercise (April – June). While the dissemination was initially scheduled in late June 2016, it was called off at the last moment due to internal reasons of the Ministry.

Meanwhile, the team made presentations to the Hon. Finance Minister and also created concept papers on pensions for poor. The team has acknowledged the learnings from the study tour and contributions of the SPFMSP project in taking-up the issue of pensions for the poor in Bangladesh. The Hon. Finance Minister, in his budget speech for FY 2016 – 17, also made an announcement on pension reforms to be carried out by the Government including designing and setting up of the pensions for the informal sector poor workers, the knowledge and learnings of which emanated from

the study tour. However, as per the latest communication received from the team, they are extremely busy on working on the pension system and regretfully have had to delay organising the dissemination workshop till March 2017.

4 Objectives for Next Quarter (January 2017–March 2017)

Key Objectives for the next quarter, and activities planned in the Annual Work Plan during this time (Annex III) include:

- Brainstorming workshop with government officials on the strategy for the remaining national courses in February 2017;
- Delivering the fifth national course on PFM for SP for approximately 45 more GoB officials from FD and six LMs by end of March 2017;
- Organising a global course for 20 participants who formerly attended one of SPFMSP's national courses with ILO in Turin, Italy to be held in April 2017;
- Organising study tours to Kenya (January 2017) and Indonesia (March 2017) for around 18 GoB officials;
- Dissemination Workshop on India and Kenya Study Tours in February/March 2017;
- Development of two pilot MIS for MoWCA and SPBMU by end of March 2017;
- Completion of VGD, OAA/HDWWA diagnostic studies and the initiation of the VGF study by end of March 2017;
- Completion of the payment systems research study by end of February 2017;
- Initiation of first costed reform plan by March 2017;
- Establishing a fully operational SPBMU and joint office space by end of February 2017.

Annex I –Participant Lists from Global and National Courses

Fourth National Social Protection Public Financial Management Course Institute of Public Finance, Segunbagicha, Dhaka 27 November–2 December 2016

Participants by Designation and Ministry

Name	Designation / Ministry	Ministry/ Directorate
Ministry of Social Welfare	16	Upazila Social Welfare Officer, Upazila Social Services Officer
Ministry of Women & Children Affairs	6	Upazila Women Affairs Officer
Ministry of Health & Family Welfare	4	Upazila Health & Family Planning Officer, Assistant Surgeon
Ministry of Education	6	Upazila Secondary Education Officer, Metro Liaison District Education Officer
Ministry of Disaster Management & Relief	5	Project Implementation Officer
CGA	6	Upazila Accounts Officer

Global Course on Social Protection Public Financial Management Chiang Mai, Thailand 9-14 October 2016

SI	Name	Designation / Ministry	Ministry/ Directorate
1.	Lokman Hossain	Assistant Director SESIP	MoE
2.	Shyama Prasad Bepari	Project Director (Joint Secretary)	MoE
3.	Mohammad Saiful Islam Chowdhury	Deputy Director, SESIP	MoE
4.	Kazi Shahjahan	PS to Secretary	MoE
5.	Ummul Khair Siddiqua	Assistant Project Director,	MoE
6.	Syeda Nurjahan	Deputy Director, Directorate of Primary Education	MoPME
7.	Mohammad Mahfujur Rahman	Assistant Director (Finance)	MoPME
8.	MD Nasir Uddin Khan	Statistical Officer	MoPME
9.	Suleman Khan	Director (Deputy Secretary)	MoHFW
10.	Rokeya Begum	Deputy Secretary	MoHFW
11.	A M M Rejwenu Hoque	Senior Assistant Chief	MoHFW
12.	Badrun Nahar	Senior Assistant Secretary	MoHFW
13.	Niranjan Debnath	Deputy Secretary (Admin-6)	MoSW
14.	M M Mahamudullah	Assistant Director-Institution-2	MoSW

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SI	Name	Designation / Ministry	Ministry/ Directorate
15.	Farid Ahmed Mollah	Assistant Director-Program-2	MoSW
16.	Syeda Ferdous Akhter	Additional Director, Department of Social Welfare	MoSW
17.	S M Kamrul Ehsan	Social Services Officer, Department of Social Services	MoSW
18.	Sayeda Qudsia Nahrin	Program Officer	MoWCA
19.	Mukta Parvine	Program Officer	MoWCA
20.	Md. Nurul Islam Talukder	Additional Director, VGD	MoWCA
21.	MD Nurul Amin	Deputy Secretary	MoDMR
22.	MD Anisur Rohman	Director	MoDMR
23.	M Abdul Malek	Deputy Director (FFW) and Deputy Secretary	MoDMR
24.	Shish Haider Chowdhury	Deputy Secretary	FD
25.	Sheikh Mohammad Salim Ullah	Joint Secretary	FD
26.	MD Fazlul Haque	Deputy Secretary	FD
27.	Sheikh Momena Moni	Deputy Secretary	FD
28.	Dilara Begum	Senior Assistant Secretary	FD
29.	Md Nazmul Huda Siddiqui	Deputy Secretary	Cabinet Division
30.	Dr Ashraful Alam	Senior Assistant Secretary	Cabinet Division

Annex II- Participant List for Meeting on “Dissemination and Finalising the Draft Report on Diagnostic of DSF-MHVS”

Sl	Name	Designation	Ministry/ Organisation
1.	Md Mozibur Rahman	Deputy Chief	MoHFW
2.	A Waheed Khan	Advisor(P&C), PMMU	MoHFW
3.	Md. Abdul Mamman	P&C Specialist, PMMU	MoHFW
4.	Dr. Abul Khair Md Rafiqul Hyder	DPM, DSF-MHVS	DGHS
5.	Dr. Hd. Abdur Rahman Khan	National Consultant- DSF-MHVS Study	SPFMSP
6.	Kavim V. Bhatnagar	Social Protection Economist	SPFMSP
7.	Md. Mozzammel Hoque	Social Protection Specialist for MoHFW	SPFMSP
8.	Siddique Rahman Choudhury	Acting Team Leader	SPFMSP
9.	MD Manzoor Alam Bhuiyan	Executive Director, SPBMU	FD
10.	Md. Ataur Rahman	Deputy Director, SPBMU	FD
11.	Dr. Pabikan Kimar Sakder	DD, PHC and PM, MNH	DGHS
12.	Dr. Bushra Binte Alam	Sr. Health Specialist	World Bank
13.	Dr. Shakil Ahmed	Sr. Health Economist	World Bank
14.	Md. Youmur Mrian	Deputy Chief	MoHFW
15.	M. M. Reza	CTA, PMMU	MoHFW
16.	Shaila Sharmin Zaman	M&C Specialist, PMMU	MoHFW
17.	Md. Ibrahim Khalil	Senior Assistant Chief	MoHFW
18.	Md. Zahidul Islam	PMO, PMMU	MoHFW
19.	Dr. Murad Sultan	NPO, Health System	WHO
20.	Treena Watson	Project Coordinator	SPFMSP
21.	Naheed Sultana	Capacity Building and Institutional Development Specialist	SPFMSP
22.	Dr. Tareq Salahuddin	Communications Specialist	SPFMSP
23.	Dr. Jahangir Alam Sarker	Line Director, MNC&AH,	DGHS
24.	Dr. Mahmud Khan	International Consultant, DSF-MHVS	SPFMSP
25.	Dr. A. E. Md. Muhiuddin Osmani	Joint Chief	MoHFW

Annex III – SPFMSP Work Plan

YEAR MONTH	2016			2017							
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
Outputs and Deliverables											
Output 1: Improved GoB capacity to develop social protection policy and budgets and coordinate and monitor the implementation of the social protection system											
1.1 Operationalising Social Protection Budget Management Unit (SPBMU)											
Establishing joint SPFMSP/SPBMU office											
Staffing SPBMU											
1.2 MIS											
Tender process for MIS HW/SW development/services											
Requirements Gathering, Review and Development of the MIS according to Software Design Documents											
Deploy the system on the live server at Bangladesh Computer Council (BCC)											
PILOT MIS software unit, end-to-end functional and performance testing											
SPBMU MIS Training of MoF and MoWCA staff											
Pilot Sign-off and Rolling Out *											
1.3 National Courses											
Delivery of 4 th National Course											
Delivery of 5 th National Course											
Delivery of 6 th National Course											
Delivery of 7 th National Course											

YEAR MONTH	2016			2017							
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
Outputs and Deliverables											
1.4 Global Courses											
Delivery of Global Course 2 (Chiang Mai, INSPIRE)											
Delivery of Global Course 3 (Washington, World Bank)											
Delivery of Global Course 4 (Turin, ILO)											
Delivery of Global Course 5 (Sussex, IDS)											
1.5 Study Tours											
Dissemination workshop on Study Tour 1 (India)											
Delivery of Study Tour 2 (Kenya)											
Dissemination workshop on Study Tour 2 (Kenya)											
Delivery of Study Tour 3 (Indonesia)											
Dissemination workshop on Study Tour 3 (Indonesia)											
Delivery of Study Tour 4 (TBD)											
Dissemination workshop on Study Tour 4 (TBD)											
1.6 Other Capacity Development Activities											
Training on Payment Systems *											

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YEAR MONTH	2016			2017							
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
Outputs and Deliverables											
Output 2: Ministry and Departments of the GoB are able to access and use a strengthened evidence base on poverty, vulnerability, nutrition and social protection											
2.1 Research Studies											
Conduct Research Study 1 (Payment System for Social Benefits)											
Workshop on Research Study Topics											
2.2 Diagnostic Studies of Social Protection Schemes											
Diagnostic on Demand-Side Financing- Maternal Health Voucher Scheme											
Diagnostic on Vulnerable Group Development											
Diagnostic on Old Age Allowance/ Husband-Deserted Women and Widow's Allowance											
Diagnostic on Lactating Mothers Allowance/ Maternity Allowance											
Diagnostic on Vulnerable Group Feeding											
Diagnostic on Primary Education Stipend Programme *											
Output 3: Costed plans developed for the reform of priority social protection schemes											
3.1 Costed Reform Plans											
Development of Costed Reform Plan 1 (TBD)											
Development of Costed Reform Plan 2 (TBD) *											
Development of Costed Reform Plan 3 (TBD) *											
Development of Costed Reform Plan 4 (TBD) *											

*Asterisk indicated activities which will continue beyond August 2017

Annex IV- Revised Milestone Schedule

	Criteria for Payment	Expected Month	Translates to
1	Quarterly Payment	12	Dec-15
	<i>Visioning workshops (Output 1)</i>	12	Dec-15
	<i>Draft ToR for Diagnostic Studies (Output 3)</i>	11	Nov-15
2	Quarterly Payment	15	Mar-16
	<i>Submission of the draft Social Protection Scheme Identification & Expenditure Mapping Review (Output 2)</i>	14	Feb-16
	<i>Submission of the revised Capacity Building Framework (Output 1)</i>	15	Mar-16
3	Quarterly Payment	18	Jun-16
	<i>1st National SPFMSP training course completed (Output 1)</i>	16	Apr-16
	<i>Study Tour to India completed (Output 1)</i>	17	May-16
	<i>2nd National SPFMSP training course completed (Output 1)</i>	18	Jun-16
4	Quarterly Payment	21	Sep-16
	<i>3rd National SPFMSP training course completed (Output 1)</i>	21	Sep-16
5	Quarterly Payment	24	Dec-16
	<i>Tender awarded for the MIS hardware/software (Output 1)</i>	22	Oct-16
	<i>Completion of Global Course [Chiang Mai] (Output 1)</i>	22	Oct-16
	<i>Completion of the diagnostic study on VGD (Output 2)</i>	22	Oct-16
6	Quarterly Payment	27	Mar-17
	<i>Submission of reform plan 1 (Output 3)</i>	26	Mar-17
	<i>5th National SPFMSP training course completed (Output 1)</i>	27	Mar-17
7	Quarterly Payment	30	June-17
	<i>MIS Design Completion and Approved (Output 1)</i>	28	April-17
	<i>Completion of OA/HDWW Clustered Diagnostic (Output 2)</i>	28	April-17
8	Final Quarterly Payment	32	Aug-17
	<i>Submission of reform plan 2 (Output 3)</i>	31	Jul-17
	<i>SPBMU operationalised and staffed</i>	31	Jul-17
	<i>Completion of Piloting MIS software unit, end-to-end functional and performance testing (Output 1)</i>	32	Aug-17
	<i>Final Report (Output 4)</i>	32	Aug-17

Annex V Updated Risk Matrix

Sr. No	Risk Entered (Date - DD/MM/YYYY)	Risk Area	Risk	RISK			Objective, Goal or Strategy	MITIGATION					PRIORITY AND RISK OWNERSHIP			UPDATE		COMMENTS				
				Consequence	Probability	Impact		Score	Risk level	Mitigating Action	Probability	Impact	Score	Residual Risk	Mitigation Effectiveness	Priority	Risk Holders		Target Deadline for mitigating action: (DD/MM/YYYY)	Status Update	Updated by (Name)	Update on (Date - DD/MM/YYYY)
1	10-Jun-15	C	Political situation deteriorates	Political and social unrest impact on travel and working arrangements impacts	2	5	10	M	To ensure the safety and security of the ST/LT Consultants, Training Participants, SPFMSP staff while keeping track of the	Adhere to the security instructions provided from MSP and monitor the situation and liaise closely with GoB and DFID to review the potential impact on the provision of Technical	1	4	4	L	60.00%	Low	SPFMSP-Team	31-Aug-17	On Schedule	Moin Chowdhury	26-Oct-16	Routine security instruction are being disseminated to SPFMSP projects staffs (for both nationals and internationals).
2	10-Jun-15	C	Other SGSP components perform poorly	Loss of SGSP credibility with GoB	1	2	2	VL	To be well-informed of components activities and progress.	Continuous liaison with component contacts at LUNDP, WFP, WB, MJF, holding meetings on activities, setting up working groups and keeping DFID/DFAT briefed.	1	1	1	VL	50.00%	Medium	SPFMSP - SMG	31-Aug-17	On Schedule	Siddiqui Rahman Choudhury	26-Oct-16	AT present SPFMSP has taken lead in coordinating with the working groups and progressing satisfactorily. The communication working groups are scheduling coordinated meetings and working on wider coordinations on overall delivery of the SGSP
3	10-Jun-15	G	Sustainability	SPBMU implementation is delayed and the GoB will not be able to effectively adapt and operate the SPBMU once DFID exits in 2017.	3	5	15	H	To be closely involved in the process of SP reform, providing useful, evidence-based findings and recommendations, working closely with the Executive Director (ED) of the SPBMU and demonstrating the importance of a solid, policy analyzing and implementing body at the MoF.	On-going structured communication and with the GoB throughout the programme lifespan to ensure buy-in from key government officials and alignment with relevant GoB strategies and associated work plans in the SP Sector; Coordinate with DFID to ensure that the GoB maintains the SGSP agenda seriously and mobilises sufficient financial and human resources for a successful and efficient takeover; The majority of the proposed staffs are national experts, ensuring that the know-how and expertise will remain in the country.	1	4	4	L	73.33%	High	SPFMSP - SMG	31-Jan-17	On Schedule	Siddiqui Rahman Choudhury	26-Oct-16	The SPBMU is established and the project is waiting to shift its office to the new SPBMU office location at Shegunbagicha by January 2017.
4	10-Jun-15	G	Resistance to change and lack of ownership	The SPFMSP Project does not have full ownership and buy in from the GoB and any evidence generated by the project, is not used to improve policy on SP.	2	5	10	M	To keep a close working relationship with the Executive Director (ED), the Line Ministries and other GoB organizations	Coordinate with GoB to make sure that strategies are in place to build awareness and understanding of the ED, DD and other GoB staffs in the SPBMU about their role in supporting LM; Continuous engagement and sensitization to reform issues	1	2	2	VL	80.00%	High	SPFMSP-Team	31-Jan-17	On Schedule	Siddiqui Rahman Choudhury	1-Nov-16	the NPD has taken personal initiatives to house adequate staffs to make the SPBMU independently operational once DFID exits in 2017. He also informed about this in the last PIC meeting.
5	10-Jun-15	G	High level coordination issues	DFID and DFAT do not engage with the GoB and other development partners to advocate for aligning their technical assistance to the NSSS – SPFMSP works in isolation from the overall SP policy context and its impact is decreased, leading to funds dispersion, overlapping and duplication of efforts.	3	5	15	H	To be continually informed of SP issues and developments in other sectors of government and civil society and in line with the overall SP reform programme.	Coordinate with DFID and other partners (LUNDP, WFP, WB, MJF) to ensure a joint GoB vision on SP with sufficient mobilisation of financial and human resources for a successful and efficient takeover; Establish links with key donors and other donor-funded projects in the SP sector to identify synergies and common objectives for advancing , coordination/harmonisation between projects, and achieving VFM through effective collaboration; Engage into dialogue with the Cabinet, the MoF as well as the LM on a common vision towards the SP agenda. Communications will play an important role in the programme to bring all together and facilitate an open discussion and	1	2	2	VL	86.67%	High	SPFMSP-Team	31-Jan-17	On Schedule	Siddiqui Rahman Choudhury	2-Nov-16	Communications will play an important role in the programme to bring all together and facilitate an open discussion and avoid working in silos.SPFMSP programme coordinator has participated in the conference held on 2nd Nov and taking required initiatives to coordinate with all working groups on this issue.
6	10-Jun-15	G	High level turnover	Key high level civil servants that support the project across ministries – in particular in MoF – are replaced by civil servants who have little understanding of and working on social protection programmes.	3	5	15	H	To have a strong working relationship with the ED and buy-in and engagement with the MoF, the Line Ministries and other government organizations and development partners.	All of our consultants will be working with the SPBMU and the Line Ministries and much of their work will be building capacity; The SPFMSP Communication Specialist will ensure that SP awareness raising/communication strategies are in place to build awareness and understanding of staff in SPBMU; Focus on establishing a long-term and fruitful relation, such as designating a wing/cell, with LMs leaving the ownership and responsibility with them. Additionally, the Project would engage with the GoB to explore the potential of creating a communication counterpart so that the momentum of transparent communication on SP is maintained once the SPFMSP support ceases.	3	3	9	M	40.00%	Medium	SPFMSP-Team	31-Dec-16	On Schedule	Siddiqui Rahman Choudhury	2-Nov-16	
7	10-Jun-15	G	Political situation and potential tensions at the Ministry level	There are potential tensions between the MoF and key LM on the role of the SPBMU.	1	5	5	L	To keep engagement and buy-in from the MoF and the LMs in the SPBMU activities and agenda.	The SPFMSP will introduce a balanced approach to work with the Central Strategic Agencies (MoF, Cabinet Division, Planning Commission) and the implementing LM.	1	2	2	VL	60.00%	High	SPFMSP - SMG	31-Aug-17	On Schedule	Siddiqui Rahman Choudhury	2-Nov-16	During the Third Quarter of Implementation, the Project saw good cooperation among the MoF and LMs in capacity development and agreement on diagnostic studies.

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8	10-Jun-15	G	Capacity-depletion	Government does not demonstrate enough willingness to invest its own finances and human resources in strengthening SP reforms.	1	5	5	L	To ensure the GoB sees the Value for Money in the reform programme and stays invested in the agenda.	<ul style="list-style-type: none"> Capacity building trainings/workshops for the GoB officials are useful tools during the implementation phase and identified gap are being addressed; GoB will be continuously appraised about the pilot/implementation progress and informed about lessons learnt via workshops and other dissemination activities. 	1	2	2	VL	60.00%	Medium	SPFMSP-Team	31-Aug-17	On Schedule	Treena Watson	2-Nov-16	Increased cooperation among the LMs and the Project in Project activities are going on.
9	10-Jun-15	G	Social protection reforms do not address gender related constraints	Government does not address risks and vulnerabilities of women and girls	3	3	9	M	To maintain the importance of gender-based issues and the value to society of improvements in vulnerabilities of women and girls in SP programmes	<ul style="list-style-type: none"> Work closely with government officials to ensure that gender related constraints are understood and addressed; Research evidence demonstrating the benefits of considering gender vulnerabilities and risks. 	4	2	8	M	11.11%	High	SPFMSP - SMG	31-Aug-17	On Schedule	Siddiqui Rahman Choudhury	2-Nov-16	
10	10-Jun-15	G	Inadequate investment in GoB management and administration	Weak administrative system of SP (lack of MIS, M&E, cash and asset transfer systems, grievance systems, etc) in Bangladesh brings the risk that the TA provided at central level under the SPFMSP does not reflect the changes at the decentralised level.	3	4	12	H	To ensure well-coordinated activities, understanding of the importance and ownership at all levels from central and decentralized levels of government	<ul style="list-style-type: none"> It is expected that the SPFMSP begins implementation of the MIS during 2016 to properly manage and monitor expenditures and evaluate VFM for the SP programmes; Evidence-based studies along with study of local level implementation, and dissemination of findings and recommendation at the workshops will help mitigate the impact. 	4	2	8	M	33.33%	High	SPFMSP-Team	31-Aug-17	On Schedule	Siddiqui Rahman Choudhury	2-Nov-17	Additional local MIS coordinator has been hired to ensure effective MIS systems are established within SPBMU for managing the overarching objectives of the SGSP programme.
11	10-Jun-15	G	Accountability	Reforming the SP schemes does not guarantee that the poor will benefit from the transfers that are expected under the SPFMSP.	3	3	9	M	To ensure that the poor benefit from the SP reforms and accountability mechanisms are in place to assist in this area.	<ul style="list-style-type: none"> Provide a matrix with different options of what is needed for each scheme to be scaled up and meet its expectations at the decentralised level; Sound G2P system, developed as result of the research study on payment systems, could mitigate the risk of the poor not benefiting; The SPFMSP's approach will be geared towards systemic change, including more focused strategic leadership at the GoB level with greater coordination across Ministries. 	4	4	16	H	-77.78%	High	SPFMSP - SMG	31-Aug-17	On Schedule	Siddiqui Rahman Choudhury	2-Nov-16	
12	10-Jun-15	I	Working across different GoB entities and potential resistance to change	Not all schemes will be considered equally efficient or effective and the SPFMSP will need to find a way to balance the expectations from each Ministry and potential tensions. The MoF senior staff will be resistant to increase SP budget allocations.	2	5	10	M	To encourage change and reform with evidence-based findings and recommendations that support increased budget allocations.	<ul style="list-style-type: none"> The completed diagnostics should assess the viability of each of the schemes under the SPFMSP and what is needed in terms of financial and human resources for each scheme becoming operational and efficient at the field level; Work with the GoB to introduce systematic changes so that the SP spending is optimised; The timely provision of experienced technical, managerial, and logistical backstopping and quality assurance support from all consortium partners. 	3	3	9	M	10.00%	High	SPFMSP-Team	31-Aug-17	On Schedule	Siddiqui Rahman Choudhury	2-Nov-16	
13	10-Jun-15	I	Availability of data	The LM are resistant towards the diagnostics exercise and data is not available.	2	5	10	M	To ensure that accurate and well-sourced data support the findings and conclusions of the diagnostic and research studies	<ul style="list-style-type: none"> Work closely with LM on the diagnostics to strengthen their capabilities and build their commitment for reform. 	3	3	9	M	10.00%	High	SPFMSP-Team	31-Aug-17	On Schedule	Siddiqui Rahman Choudhury	2-Nov-16	During the Third Quarter, the Diagnostic studies got strong support from the LMs.
14	10-Jun-15	I	Delays due to unstable political situation and security threats	The current unstable political scenario may cause delays in project work and also lead to increased security concerns for consultants.	3	5	15	H	To accomplish project tasks in a timely manner in a safe and secure operating environment.	<ul style="list-style-type: none"> Although careful monitoring is being implemented, especially in terms of security issues and potential delays in project implementation, the potential risks caused by the political unrest are beyond the scope of potential mitigation strategies proposed at the project level. Thus, updates and the residual risk reflect the current situation. 	1	4	4	L	73.33%	Medium	SPFMSP - SMG	31-Aug-17	On Schedule	Siddiqui Rahman Choudhury	2-Nov-16	
15	26-Oct-16	I	Timely delivery of MIS	This would affect the timely piloting of the SPBMU MIS and rollout of the SPBMU MIS to other schemes and Line Ministries	2	5	10	M	To accomplish SPBMU MIS project tasks within the set timelines.	<ul style="list-style-type: none"> SPFMSP MIS Team will strictly follow up the progress of implementation process through regular project meetings in order to fast-track the MIS development process. 	1	3	3	VL	70.00%	Medium	SPFMSP-Team	31-Aug-17	On Schedule	Justus Oguna	1-Nov-16	

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16	26-Oct-16	G	Cooperation from two LMs and MoF for delivery of MIS	This would cause delay in delivery of tasks scheduled during MIS implementation	4	5	20	VH	To ensure that GoB takes full ownership of the MIS development process	SPBMU, MOWCA, MOSW teams will be adequately be informed about the project activities in advance and their roles also clearly defined during the project implementation.	2	3	6	L	70.00%	Medium	SPFMSP - SMG	31-Aug-17	On Schedule	Justus Oguna	1-Nov-16	Support of SPFMSP SMG, SPBMU Management Team and the NPD will be key to ensuring that the GoB stakeholders cooperate
17	26-Oct-16	I	Organising major Global courses for GoB participants	Failure to meet targets set out in the CD Strategy and by default the log frame target	3	5	15	H	To organise three major Global courses and a number of smaller courses for 96 GoB officials	Developing early work plan and engaging third parties involved in course planning/implementation. Also ensuring that sufficient time is planned for precourse origination ie: obtaining visas, GoB orders and flights etc.	5	2	10	M	33.33%	Medium	Naheed Sultana	30-Nov-16	On Schedule	Treena Watson	1-Nov-16	One major global course (Chiang Mai) and another minor course (Washington DC) have already been completed. Preparations have begun for the second major global course in Turin (Italy).
18	26-Oct-16	I & G	Organising Study Tours for policy level GoB officials	Failure to meet associated log frame and CD Strategy targets.	3	3	9	M	To organise upwards of six study tours for sixty GoB participants	Developing early work plan and engaging third parties involved in study tour planning/implementation. Also ensuring that sufficient time is planned for pre study tour origination ie: obtaining visas, GoB orders and flights etc.	4	2	8	M	11.11%	Medium	Naheed Sultana	31-Dec-16	On Schedule	Treena Watson	1-Nov-16	One study tour to India has already been completed for 08 GoB participants. Planning is underway for a second study tour to Kenya for 08 GoB participants in January 2017 and a third study tour to Indonesia for 10 GoB participants in February/March 2017.
19	26-Oct-16	I	Timely completion of Diagnostic studies	Would have snowball effect in Delays in Designing Costed Reform Plans	2	4	8	M	Greater Involvement of GoB and SPBMU in Diagnostic Studies	Hastening the Processes of Meetings with LM on ToRs for Diagnostic; Hastening the Process of Hiring Quality Consultants; Greater Application of MSP Database for Identification of Consultants.	1	3	3	VL	62.50%	Medium	SPFMSP-Team	31-Jan-17	On Schedule	Kavim Bhatnagar	1-Nov-17	
20	26-Oct-16	I	Low Demand from GoB on Research	Timely completion of Research studies	4	3	12	H	Greater Involvement of LMs and SPBMU in Sensitization on Research	Conduct Sensitization Workshops with LMs on Areas of Research	2	2	4	L	66.67%	Medium	SPFMSP-Team	15-Dec-16	Not Started	Kavim Bhatnagar	1-Nov-17	Support from SPBMU Necessary to Organize and Mobilize
21	26-Oct-16	G	Ownership of costed reform Plans by GoB	Reform Plans are Produced but the GoB shows Reluctance in Implementation	5	4	20	VH	Inclusive Strategy to Involve GoB at every Stage of Reforms and Train GoB in Designing Reforms	Conduct Regular Meetings and Provide Hand Hold Support to LMs and SPBMU to take up Costed Reforms. Involvement at Every Stage is Necessary to have Ownership of Reforms.	3	3	9	M	55.00%	High	SPFMSP-Team	31-Mar-17	Not Started	Kavim Bhatnagar	1-Nov-17	Support from SPBMU Necessary to Organize and Mobilize Such Meetings but ONLY at the Stage when we Reach Reform Designing. Not Before January 2017
22	31-Dec-16	G	Fully operationalising SPBMU staff	Possible incompletion of milestone activity (fully operational SPBMU by July 2016).	2	5	10	M	To ensure that SPBMU recruits for the remaining vacant positions	Ensuring regular updates from NPD, SPFMSP and raising this issue with the GoB staffs on a regular basis when MSP/SPFMSP staffs meet officially	2	3	6	L	40.00%	High	SPFMSP - SMG	30-Mar-17	On Schedule	Moin Chowdhury	31-Dec-16	In the last PIC meeting in Oct 2016 NPD assured DFID and the SPFMSP project that preliminary arrangements have been made to recruit for remaining positions; in December 2016, an advertisement was realised in local newspapers.
23	31-Dec-16	I	Delayed delivery of first costed reform plan due to delays in completion of some diagnostic studies	Possible incompletion of milestone activity (submission of first costed reform plan by March 2017)	5	5	25	VH	To ensure timely delivery of costed reform plans	To ensure that diagnostic studies are completed as timely as possible, and early recruitment of consultants for planned reform plans is done.	4	5	20	VH	20.00%	High	SPFMSP - SMG	28-Feb-17	Behind Schedule	Treena Watson	31-Dec-16	SPFMSP to discuss possibility of pushing back deadline for delivery of first costed reform plan. Delivery costed reform plan on payment systems is possible, however time constraints would negatively impact quality and quantity of reform plans.