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STAMP | PLC**

ANNUAL REPORT

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

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Acronyms

a2i	Access to Information Project
BCC	Bangladesh Computer Council
BBS	Bangladesh Bureau of Statistics
DD	Deputy Director
DDM	Department of Disaster Management
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
DWA	Department of Women Affairs
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
IDS	Institute of Development Studies
ILO	International Labour Organization
IPF	Institute of Public Finance Bangladesh
INSPIRE	International Network for Social Protection Inquiry
LM	Line Ministry
LMA/MA	Lactating Mothers Allowance and Maternity Allowance
MIS	Management Information System
MFS	Mobile Finance Service
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
MoFL	Ministry of Fisheries and Livestock
MoPME	Ministry of Primary and Mass Education
MoSW	Ministry of Social Welfare
MoWCA	Ministry of Women and Children's Affairs
MNCH	Maternal Neonatal Child and Adolescent Health
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
PO	Post Office
PSC	Project Steering Committee
RFP	Request for Proposal
SEWA	Self Employed Woman's Association
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
SRS	System Requirements Specification
TAPP	Technical Assistance Project Proforma
ToR	Terms of Reference
UNDP	United Nations Development Programme
VfM	Value for Money
VGd	Vulnerable Group Development
VGf	Vulnerable Group Feeding
WB	World Bank
WFP	World Food Programme

Executive Summary

The 2nd Annual Report is submitted by Maxwell Stamp PLC (MSP) to the UK Department for International Development (DFID), Bangladesh and Australian Department of Foreign Affairs and Trade (DFAT). This Report for the Strengthening Public Financial Management for Social Protection Project (SPFMSP) covers the implementation period from 1st October 2016 to 31st August 2017.

The Project had a very significant year of progress and made a fast-paced delivery of nearly all planned activities approved under SPFMSP's annual work plan. The achievements of the Project are in large part due to the growing ownership and commitment from the Government (GoB), specifically Finance Division (FD), towards SPFMSP. There has been a visible increase in the active participation of GoB officials from the FD, SPBMU, and the six associated Line Ministries. This commitment and ownership has been demonstrated by the Government's resolution to implement the recommendations of the diagnostic and research studies made by the Project. The Government is also taking appropriate steps to carry forward the Reform Plans and MIS developed by the Project. The Payment System reform plan as designed by the Project has been largely discussed and deliberated upon by Access to Information (a2i) at the Prime Minister's Office and their committee on digital Payment System has taken up, as one of their tasks to facilitate pilot testing and implementation of the reform that is proposed by the SPFMSP project.

A significant progress has been made in operationalising the SPBMU during the reporting year. SPBMU has strengthened its staffing and filled up all the approved positions except the post of one Deputy Director. Moving into a common office to house SPFMSP GoB staff and MSP consultants constituted a significant challenge in the past, but the Project has overcome this issue with the support of the Finance Division and a common office has been in place since January 2017. The rent of the entire office is being borne by the GoB. Now, MSP consultants and GoB officials share the same office and work hand in hand to implement the various work streams of the Project. A strengthened and active SPBMU has been providing greater assistance to the Project in supporting all initiatives.

The Project's inter-ministerial oversight body, the Project Steering Committee (PSC) is now operative and held its first meeting in January 2017. The meeting was chaired by the Finance Secretary and attended by the senior officials of the LMs and representatives of DFID and DFAT. The PSC deliberated on the overall progress of the Project and approved the Work Plan (Oct 2016 – August 2017), MIS Design and Diagnostic Study. In the same meeting, the PSC decided to give SPBMU a permanent shape by integrating it into the regular set-up of FD and its expenditure included in the Revenue Budget. The next PSC meeting is planned to be held in September 2017. The other governing committee of the project called Project Implementation Committee (PIC) also continues to sit regularly to monitor, coordinate and provide guidance in implementing the SPFMSP mandates. Further to strengthen implementation coordination a system of holding a monthly coordination meeting with NPD in the Chair has been introduced since June 2017. Representatives of FD, Project staff and MSP consultants attend the meeting.

During the reporting period between October 2016 and August 2017 there was notable progress in the implementation of the MIS roadmap. A software firm was engaged that began work in November 2016. The design of a central MIS at SPBMU and design of an MIS for MoWCA's Maternity Allowance (MA) programme was approved in January 2017. The Project has thereafter successfully developed the MIS for MoWCA that is being piloted for their Maternity Allowance (MA) scheme. The linkage between MoWCA MA MIS and SPBMU MIS has also been successfully configured and automatic transfer of data established. Similarly, linking the MIS of the MoSW for OAA scheme with that of SPBMU MIS has been established and the existing data of beneficiaries of about 2.5 million has been imported. The other linkage between the SPBMU MIS and the National ID database (NID) of Bangladesh has also been established and validation of 5,000 OAA and MA beneficiary data successfully tested. It is worth mentioning that the SPBMU and MoWCA MA MIS are hosted at Bangladesh Computer Council (BCC) servers at zero cost to the Project resulting in big savings. Almost 500 officials of MoWCA were trained

on the newly designed MoWCA MA MIS and thereafter the MoWCA MA MIS was also successfully tested at remote sites and piloted in the 6 Upazilas of 5 Districts. The overall process of testing functionalities of the SPBMU MIS including double dipping checks, NID checks, and linkages to MoWCA MA MIS and MoSW DSS MIS were presented to Additional Secretary FD and National Project Director (NPD) SPFMSP project, Executive Director (ED) SPFMSP and other officials from FD through a live demo of the SPBMU MIS and was finally signed off on the 24th of August 2017.

The SPFMSP's capacity development initiatives have been well-received by the government. During this reporting period, the Project has delivered 4 national courses on Social Protection Public Financial Management. The course curriculum has been specifically tailored for each course's targeted participants and touches upon number of topics including National Social Security Strategy, budgeting for social protection programmes, targeting, payment systems, monitoring and evaluation, grievance mechanism, global social protection models and practical applications in Bangladesh context. The Project delivered first 4 courses in partnership with an international course provider, namely INSPIRE (Institute for Social Protection Inquiry Research and Education), and a National Institute named Institute of Public Finance (IPF). The Project has strived to focus on sustainability of training for relevant government officials. In this regard, the Project shifted its strategy to have courses become increasingly more nationally-owned. Accordingly, starting from the 5th National course, the Project has been implementing these courses with only 3 national partners without any international course provider. However, individual international trainers continued to train along with national trainers. The sixth and seventh courses were focused on training field level officials from MoSW and MoWCA and held in with partnership of the departmental training institutes of these ministries. The Social Protection Budget Management Unit (SPBMU) have likewise become more involved in the planning of the courses and is taking the lead in many aspects of course delivery such as participant selection, design of course content and conducting the training programme. The Project has trained 302 government officers through 7 National Courses against a target of 280.

Another aspect of the Project's capacity development component is the global initiatives. It includes, i) global courses and ii) study tours. During the reporting period, the Project has sent 32 participants to 3 global courses. Overall, SPFMSP has sent 34 government officials (with one official sent in the previous reporting period) to global courses hosted by renowned international institutes to advance their knowledge of social protection and expose them to global practices and experiences. The Project has likewise sent a total of 18 senior government officials on study tours to Kenya (January 2017) and Indonesia (March 2017) during the reporting period. With 8 officials sent to India earlier, the total study tour participants now stand at 26. Implementing these global courses and study tours in line with the Project's annual work plan and approved Capacity Development Strategy has been a major challenge for SPFMSP due to a change in the approach of DFID in funding global courses. In this context, the Project is currently reviewing its capacity development strategy in respect of global courses to match it with the DFID's current approach and at the same time accommodating expectations of the Government.

The Project's diagnostic studies and research initiatives made rapid progress during the reporting period. The diagnostic studies for 7 SP programmes were completed since October 2016: i) MoWCA's Vulnerable Group Development (VGD) Program; ii) the Ministry of Health and Family Welfare's (MoHFW's) Demand-Side Financing- Maternal Health Voucher Scheme (DSF-MHVS); iii) MoSW's Old Age Allowance (OAA); iv) MoSW's Husband-Deserted Women and Widows Allowance (HDWWA); v) MoWCA's Maternity Allowance (MA); vi) MoWCA's Lactating Mothers Allowance (LMA) and vii) Ministry of Disaster Management and Relief's (MoDMR's) Vulnerable Group Feeding (VGF). The findings of the study were endorsed by the FD and relevant LMs through dissemination workshops that were conducted at the end of each of the study. The workshops passed the resolution to implement the recommendations made by the study. In addition, based on the demand from the FD and in line with the objective of the NSSS, a research study on the Payment Systems for Social Benefits in Bangladesh was performed. Findings and recommendations of the research study were endorsed by the FD, LMs

and other key players like Central Bank, Commercial Banks, Post Office (PO) and Mobile Financial Services (MFS) Providers. The Project was requested to design a reformed payment system as one of the 4 reform plans to be developed by the Project.

The Project has started developing costed reform plans based on the evidences that emanated from the diagnostic studies and research. During the reporting period, the Project has developed two such plans. The first reform plan provides for a paradigm shift from the existing delivery systems and focuses on providing choices to beneficiaries for selecting the mode of payment most convenient to them. This also affects all line ministries as well as key players in the banking sector, Post Offices and Mobile Financial Service providers. In order to design the reformed payment system, a consultative meeting chaired by the NPD was held in July 2017 with all key players who endorsed the institutional architecture of the proposed reform of the payment system. To finalize the reform plan, a dissemination workshop on the draft reform plan was held in August 2017 and the recommended payment system was well-received by the stakeholders. The workshop was chaired by the NPD and Additional Secretary, Finance Division and was attended by officials from all line ministries, bankers and Mobile Financial Service Providers, Post Office and so on. In addition to the development partners like the DFID, representatives from the EU and World Bank also attended the workshop. As part of the implementation of the plan, the workshop also recommended the Project to provide technical assistance and support to the GoB in pilot testing the technical feasibility of the proposed reformed payment system in 2 SP schemes. The Project will continue supporting the Ministry of Finance in the implementation of the reforms to payment systems in future.

The Project has been undertaking several advocacy and branding activities on the basis of the Communication Strategy developed for the Project. A website (www.spfmosp.org) for the Project has been established that gets updated on a regular basis and is providing a source of information and data on the Project's activities and outputs.

The activities of the project have started making impacts in reforming the Social Protection programs in certain areas. A notable accomplishment of the project is the use of the experiences of the India Study Tour undertaken by the FD officials under the project, in influencing the government's decision to introduce participatory universal pension system for all. Similarly, the results of the diagnostic study have helped the MoHFW to design their 5-year Operational Plan incorporating key recommendations of the study.

Building on the achievements so far, the project over the course of the next 10 months (September 2017- June 2018), plans to achieve the following: i) a fully functional SPBMU at the FD, ii) a fully functional MIS at the SPBMU, and iii) developing two more costed reform plans for OAA and HDDWWA of MoSW and VGD Program of MoWCA.

Status of Implementation of Key Deliverables

Planned deliverables during October 2016- August 2017		Status of implementation
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	Established
	Staffing SPBMU	All approved posts, except 1 post of Deputy Director, are in place. Full staffing is expected to be completed by September 2017.

1.2	MIS	
	Requirements Gathering, Review and Development of the MIS according to Software Design Documents	Completed
	Deploy the system on the live server at Bangladesh Computer Council (BCC)	Deployed
	PILOT MIS software unit, end-to-end functional and performance testing	Completed
	SPBMU MIS Training of MoF and MoWCA staff	Completed
	Pilot Sign-off	Completed
1.3	National Courses	
	Delivery of 4 th National Course	Delivered
	Delivery of 5 th National Course	Delivered
	Delivery of 6 th National Course	Delivered
	Delivery of 7 th National Course	Delivered
1.4	Global Courses	
	Delivery of Global Course 2 (Chiang Mai INSPIRE)	Delivered
	Delivery of Global Course 3 (Washington, World Bank)	Delivered
	Delivery of Global Course 4 (Turin, ILO)	On hold as per decision of DFID
	Delivery of Global Course 5 (Sussex, IDS)	Delivered
1.5	Study Tours	
	Dissemination workshop on Study Tour 1 (India)	Delivered
	Delivery of Study Tour 2 (Kenya)	Delivered
	Dissemination workshop on Study Tour 2 (Kenya)	Delivered
	Delivery of Study Tour 3 (Indonesia)	Delivered
	Dissemination workshop on Study Tour 3 (Indonesia)	Delivered
	Delivery of Study Tour 4	Not required as per the proposed revised Capacity Development Strategy
Output 2: Ministry and Developments of the GoB are able to access and use a strengthened evidence based on poverty, vulnerability, nutrition and social protection		
2.1	Research Studies	
	Conduct Research Study 1 (Payment System for Social Benefits)	Conducted
	Workshop on Research Study Topics	Not Required as per DFID's revised strategy

2.2	Diagnostic Studies of Social Protection Schemes	
	Diagnostic on Demand-Side Financing- Maternal Health Voucher Scheme	Delivered
	Diagnostic on Vulnerable Group Development	Delivered
	Diagnostic on Old Age Allowance/ Husband- Deserted Woman and Widow's Allowance	Delivered
	Diagnostic on Lactating Mothers Allowance/ Maternity Allowance	Delivered
	Diagnostic on Vulnerable Group Feeding	Delivered
Output 3: Costed plans developed for the reform of priority social protection schemes		
3.1	Costed Reform Plans	
	Development of Costed Reform Plan 1	Delivered
	Development of Costed Reform Plan 2	Delivered

1 Background and Introduction

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 UK Aid through (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 diagnostic studies of seven social protection schemes 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 assists the Government in preparing costed reform plans for existing social protection systems and 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 Under All Outputs

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

Output 1: Improved GoB capacity to develop Social Protection Policy and budgets

1.1 Operationalisation of SPBMU at the FD

1.1.1 Establishing SPBMU and Joint Office Space

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 were completed successfully in January 2017. A rent contract was signed between the government and the owner and by the second week of January 2017, the office move was completed. The rent for the office space is exclusively paid by the GoB. During the reporting period, SPBMU has strengthened its staffing and filled up all the approved positions except the post of one Deputy Director.

1.1.2 PSC and PIC Meetings

The Project Steering Committee (PSC) is the apex governing body which oversees the implementation of the Project. The PSC provides policy directions and reviews the progress of implementation. PSC is an inter – ministerial committee chaired by the Senior Secretary, Finance Division with representation from Cabinet Division, Planning Commission, ERD, IMED, BBS, LGD, six SPFMSP line ministries, DFID and DFAT. NPD of SPFMSP acts as the Member – Secretary of the PSC.

The first meeting of the PSC was held on 26th of January, 2017 at the conference room of FD. The meeting was chaired by the Sr. Secretary, Finance Division and attended by representatives from all six SPFMSP line ministries and DFID. PSC discussed the overall progress of the Project, work plan, transfer of SPBMU to GoB revenue budget, extension of MoU and way forward. The committee took a few important decisions. The major decisions/ approval provided by the PSC included:

- i) MIS – The PSC approved the MIS design and the roadmap proposed by the Project;
- ii) Capacity Development –It was decided that more field level officials should be trained in future national courses and accordingly appropriate course modules should be developed in consultation with all key stakeholders;
- iii) Diagnostic Studies – The PSC approved the findings and recommendations of the report of the Diagnostic Study on DSF-MHVS and suggested that steps should be taken by both FD and MoHFW to improve the performance of payment mechanism in line with the recommendation of the study;
- iv) Establishment and Operationalisation of SPBMU – It was decided that the FD should start the process of creating necessary permanent positions for SPBMU so that there is no gap in sustaining the SPBMU when the Project ends.
- v) Extension of MoU – It was decided that FD would request ERD to approach DFID for extension of the tenure of the MoU up to 30th June, 2018 to align with the completion date of Project as laid down in the TAPP
- vi) Annual Work Plan – The PSC approved the Work Plan for the period, October 2016 to August, 2017 as proposed by the Project.

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. Two PIC meetings (third and fourth) were held during the reporting period. The third PIC meeting was held in October 2016, where an update of the Project's progress was given. The PIC also approved VGF to be taken up for diagnostic study. In addition, the government recommitted efforts to ensure the SPBMU become fully staffed by the beginning of 2017.

In April 2017, the PIC convened their fourth meeting. The committee took a few important decisions. The major decisions/ approval provided by the PIC included:

- i) The OAA/HDDWWA diagnostic study reports were approved subject to adjustments/amendments based on the observations by FD during the meeting.
- ii) The PIC approved the report of the Research Study on Government Payment System for Social Protection in Bangladesh.
- iii) A training plan for MIS-related personnel was discussed and it was decided that a plan would be prepared for training upwards of 500 government officials.
- iv) Financing and outsourcing of digitisation was discussed.
- v) The ToR for the reform plan on G2P payment systems was approved and the Project given the mandate to begin preparations for the reform plan.
- vi) The proposal for the 6th National course to be held at NSSA was approved.
- vii) DFID announced that they were considering an extension of the Project up to June 2018.

1.1.3 Monthly FD-Project Coordination Meetings

On June 11, 2017, SPFMSP held the first monthly coordination meeting with key government officials with the aim of keeping Finance Division, the SPBMU and the NPD updated with the latest Project progress, discuss issues and future plans. In particular, filling the remaining vacancies in the SPBMU, actions to transfer SPBMU into the revenue budget, upcoming capacity development activities, the design of the first costed reform plan, and MIS progress was discussed. It was agreed at this meeting that a monthly Project and government coordination meeting will be held going forward.

The second coordination meeting was held 14 July 2017. MIS progress, including financing of digitisation, was discussed as well as progress on diagnostic studies, reform plans, national courses and global capacity development initiatives.

1.1.4 SPBMU sustainability

SPBMU is moving steadily towards its full-scale operationalisation and attaining sustainability through a process of growing engagement of GoB staff in all the work streams of the Project along with MSP consultants. In certain areas GoB officials now play the lead role. The decision taken by PSC in its first meeting held on 26 January, 2017 to give SPBMU a permanent shape is an important step towards attaining sustainability of the unit.

1.2 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 scheme of MoWCA. The SPBMU MIS is also supposed to provide linkage with OAA MoSW MIS 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 SPFMSP Project team have been working on modalities of realising this objective as is 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 has undertaken during the past one year.

1.2.1 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 InfoTech Limited consortium was awarded the contract. After signing the contract, the company has started work on 1st November as scheduled.

1.2.2 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 were also recruited to join the SPBMU.

The SPBMU MIS team has been intimately involved in the initial inception and implementation phase and communicate on a daily basis with the SPFMSP MIS team as well as the vendor.

1.2.3 Inception Phase of MIS

An MIS Inception report prepared by Commlink InfoTech 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 provided a detailed account of how the SPBMU and MoWCA MIS were to 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.

1.2.4 Design and Development of MIS

This started on 1 November 2016 in the SPBMU and the Department of Women Affairs (DWA). 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.

There was a comprehensive review of the SRS documents for SPBMU MIS and MoWCA MIS produced by the contracted software development firm. This reviewed SRS documents were provided the framework for the development of SPBMU and MoWCA MIS prototypes.

The Project managed to get two CentOS Linux servers at BCC used to host the SPBMU and MoWCA MIS applications. These servers will provide enough storage space for the MIS database and there is a provision for expansion should there be need for more storage space in the future.

The development of the SPBMU and MoWCA MIS started in January 2017 after the review of the SRS by the MIS Specialist and the approval of the Project Steering Committee (PSC). The Software Development firm has been using the Agile Methodology therefore new changes on the requirements have been adopted as the development progresses. Several reviews of the SPBMU and MoWCA MIS applications were performed by both SPFMSP MIS team and DWA Maternity Allowance Programme Director since January 2017. The two MIS applications are being developed in Spring Java EE with data stored in MYSQL database. The initial prototype of the SPBMU and MoWCA MIS were finally deployed at BCC servers on the 31st March 2017 in preparation for the testing phase to commence in April 2017.

1.2.5 Testing, Review of SPBMU MIS and Training on MoWCA MIS

The Project, through the SPFMSP MIS team, conducted extensive functional and unit tests on the SPBMU and MoWCA MIS starting in April 2017. The testing process was done module by module and issues raised during this phase were shared with the MIS contracted firm during reviews meetings held in May 2017.

During this period, almost 500 MoWCA staff selected from DWA and all the 496 Upazilas were trained on the tested MoWCA MA MIS. The SPFMSP Project working together with DWA thereafter selected 6 Upazilas located near Dhaka where piloting of the Maternity Allowance scheme started on 7 August 2017 after the training of the staff and is expected to be completed by end of September 2017 in readiness for payment system piloting. Piloting involves entering all the existing beneficiaries' data currently stored in paper form into the MoWCA MIS.

1.2.6 Linking with MoSW MIS

To get the OAA data from MoSW MIS, SPBMU MIS needed to establish an interface with the MoSW MIS which had been developed & maintained by a local company. Issues arose because there was no maintenance contract with the MIS development company of MoSW and thus the company ended their involvement with the MoSW MIS shortly after its development.

Moreover, there is no IT section or any IT professional in the Directorate of Social Service (DSS). DSS had no control over their MIS till June 2017 and SPBMU MIS was not able to establish the required connection/interface with the MoSW MIS.

In July 2017, the a2i Project of PM Office, at the request of the DG DSS, took over the control of MIS from the company and provided the SPBMU all required information to establish interface. Because the SPFMSP MIS team has been transparent and inclusive throughout the process of developing its MISs, it has maintained a close working relationship with a2i which facilitated gaining quicker access to MoSW's MIS.

The MoSW MIS has since then been linked with SPBMU MIS where more than 2.5 million beneficiary data of OAA have been automatically imported into the SPBMU MIS. This linkage has been configured to enable automatic transfer of the OAA data whenever new data is entered or updates are made into the existing OAA data. During the process of linking MoSW MIS with SPBMU MIS several data inconsistencies of OAA data has been discovered and initial findings shared with MoSW for future deliberations on how to clean the data.

1.2.7 Linking with NID

SPBMU MIS required validation of the beneficiaries' data of all schemes of LMs starting with MA and OAA by using NID. So was therefore essential to link the SPBMU MIS with the NID database of Bangladesh Election Commission (BEC). Accordingly, SPBMU applied to Bangladesh Election

Commission (BEC) in December 2016 to be given access to the NID service. The process of getting access from BEC was delayed and by end of July 2017 SPBMU had not got the official access to the NID service. The SPBMU MIS was finally linked to NID temporarily through iBAS++ after approval by NPD. The official direct link to NID will be made through FD which SPBMU has already applied for.

1.2.8 MA Beneficiary records Digitization

The current MA records of around 0.5 million beneficiaries are stored in paper form at the Upazilas offices around the country. For the successful pilot of MA in SPBMU MIS, MA data needed to be digitized at the Upazila level. During the just concluded MoWCA MA MIS training, more than 500 field level participants reported that most of the field offices' lack proper working IT equipment (computer, internet and so on) and that some offices do not have sufficient staffs to carry on digitization processes.

So to facilitate the digitization process, the SPFMSP project recommended that the digitization be done through outsourcing the activity to the Upazila level under the supervision of DWA. This way, the government could utilize local resources at that level to digitize the data at a lower cost per beneficiary record. This is similar to the method being used to digitize VGD beneficiary records. The entry of MA beneficiary data is currently underway in 5 Upazilas around Dhaka which are part of the selected field offices to participate in the pilot.

1.2.9 SPBMU MIS Functionality Sign off

A final meeting was held on the 24th of August 2017 at SPFMSP Offices in Segun Bagicha Dhaka from 10am to 2pm and was chaired by National Project Director (NPD) who is also Additional Secretary Finance Division Mr. Mohammad Muslim Chowdhury.

The main purpose of the meeting was to present to the NPD, Executive Director (ED) SPFMSP and officials from Finance Division a live demonstration of SPBMU MIS developed by the Project. The meeting observed a successful live demonstration of the SPBMU MIS developed by the Project and its piloting in two schemes of MOWCA & MOSW containing the following features:

- The linkage of SPBMU MIS with that of MoWCA (Scheme MA) and MoSW (Scheme OAA)
- Data of Beneficiaries being Successfully Imported from Two Schemes of Two Line Ministries,
- Verification of Cleaned Data with that of National Identity (NIDs) Numbers of the Beneficiaries
- Cross Validation of Beneficiary Data between Two Schemes of Two Line Ministries for Duplicates and Double Dipping
- Presenting the Payroll Management and Validation process being implemented in SBMU MIS.
- Reports Generated on the basis of the Data of Beneficiaries.

The Meeting endorsed the Piloting of MIS Software Unit with Processes Tested for an End-to-End Function and Performance Testing as developed by the Project.

In order to make MIS fully functional for Maternity Allowance and Old Age Allowance schemes, FD will request MOWCA & MOSW to complete as early as possible the digitization and updating of the remaining beneficiary data of the two schemes.

1.3 Capacity Development

To strengthen the Public Financial Management (PFM) 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

1.3.1 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, seven national courses have been conducted up until August 2017 with a total of 302 GoB officials trained – 108% of the targeted numbers. The details of the four courses implemented in this reporting period are outlined below.

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.

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 Honourable 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. 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 that they were 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 were taken into consideration in the design of the fifth national course.

Change in National Course Strategy

After the Project completed four national courses, SPFMSP along with our government counterparts took an introspective look at the national course strategy and how it could 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.

After four courses, the SPFMSP and the SPBMU had gained ample experience and learned from the implementation of the previous national courses. The Project and the Government felt confident that together they could take on more responsibility for coordinating the remaining courses. Having the SPBMU leading the course design, organisation and implementation would help contribute to the institutionalisation and sustainability of such national courses after the end of the project. With this in mind, a joint meeting was held in January 2017 to discuss how the remaining national courses should be shaped, who the target participants should be and where the courses should be held.

Based on government feedback, it was decided that all national courses going forward would be nationally-run in partnership with national institutes: in addition to Institute of Public Finance (IPF), the National Academy for Social Services (NASS) of MoSW and the training centre of the DWA under MoWCA will be utilized for training in order to support the process of institutionalizing the social protection training program. It was also decided that going forward, national courses would target implementation-level officials from the relevant line ministries rather than policy-level officials and that the sixth and seventh national courses would target MoSW and MoWCA line ministries respectively.

Fifth National Course

The fifth national course on PFM for SP was held from 19-23 March 2017. The training was held at the Institute of Public Finance Bangladesh (IPF) based at Segunbagicha, Dhaka.

The course was inaugurated by Mr. Md. Zillar Rahman, Secretary, MoSW and attended by the NPD, Mr. Mohammad Muslim Chowdhury, Additional Secretary, MoF. Representatives from DFID, EU and MSP joined the ceremony. The closing ceremony was attended by Mr. Azizul Alam, Additional Secretary, Finance Division, who was the chief guest of the occasion and awarded certificates to the participants.

A total of 26 district-level government officials attended the national course from FD and five LMs. MoDMR officials were unable to attend due to another training programme which was taking place the same week. The course specifically targeted participants who had the potential to be nominated as future facilitators of national courses at the district level. This was done to address the need for building national-level capacity to organise and implement similar capacity development initiatives independently.

Participants' feedback on the training course was collected after each session and again at the conclusion of course. The results showed a rise in satisfaction towards the organisation and smooth running of the course as compared to the feedback of the previous four courses. The course also saw an improvement in scores for each session and the presenters' presentations, likely due to the oversight SPFMSP provided on presentation content and the experience gained by presenters who have participated in previous SPFMSP national courses.

Sixth National Course

The sixth national course on PFM for SP was held from 23-25 May 2017. Unlike the previous five courses, this training course was not held at the Institute of Public Finance Bangladesh (IPF). Instead, in line with government feedback and the new national course strategy, the course was implemented in partnership with a line ministry (MoSW), held at a department training centre (National Academy of Social Services, Dhaka) and targeted implementation-level officials. This new strategy aims to boost the sustainability of social protection-related training by aiming to incorporate it within regularly held line ministry training courses.

The course curriculum covered a number of topics including social protection models, programme design, targeting, payment systems, budgeting, grievance mechanisms, monitoring and practical applications specific to the Ministry of Social Welfare.

The course was inaugurated by the Additional Secretary, Mr. Khandoker Atiar Rohman, and by the Principal of the Academy, Mr. Shafayet Hossain Talukder. The inauguration was also attended by representatives from the SPFMSP Project (TL and Project Coordinator) as well as from DSS (Mr. Abu Yousuf, Director, DSS). The closing ceremony was headed by the Principal of the Academy who was the chief guest of the occasion and awarded certificates to the participants.

A total of 30 district-level government officials attended the national course from the Department of Social Services (DSS) under MoSW. Unfortunately, although the Project planned to hold the same training for an additional 30 participants from MoSW, the course for the second batch was postponed due to venue unavailability and Ramadan (month of fast for Muslims). This second batch was reorganised for training from the 16th - 18th of August, 2017. A total of thirty participants attended, bringing the total of officials trained at the National Academy of Social Services to 60.

Participants' feedback on the training course was collected after each session and again at the conclusion of course. The results showed a rise in satisfaction towards the organisation and smooth running of the course as compared to the feedback of the previous four courses. The course content was also rated quite highly, with sessions on MIS, payment systems, life cycle approach and the application of the NSSS within DSS being evaluated as the most relevant/informative.

Seventh National Course

In line with the new national course strategy to target only one specific line ministry per course (to ensure course content explicitly targeted for that line ministry and relevant), the seventh national course was organized in partnership with DWA. The training was held at the DWA Training Hall in Dhaka. During the seventh national course, 29 participants attended in the first batch (23-25 July 2017) and 35 participants were trained in the second batch (30 July - 1 August 2017). The course was inaugurated by Ms. Mahmuda Sharmin Benu, Acting Director General of DWA, MoWCA. Ms. Nasima Begum, NDC, the Secretary of MoWCA was present as chief guest at the closing ceremony of 7th national course (batch I). Mr. Mizanur Rahman, Additional Secretary of MoWCA accompanied her at the ceremony. Mr. Md. Azizul Alam, Additional Secretary from Finance Division was also present at the ceremony. The closing session of Batch II was chaired by Mr. A. K. M. Mizanur Rahman, Director, DWA.

1.3.2 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. They are also a key method of creating strong champions of the Project who help advocate for social protection reforms and communicate SPFMSP's work to government counterparts.

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. Thus far, as of August 2017, the Project has succeeded in organizing for only 34 officials to participate in global courses.

INSPIRE Course, Chiang Mai

A tailor-made global course in Chiang Mai for 30 government officials was held from 10 - 14 October 2016. 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.

World Bank Course, Washington

One government official from the Finance Division, who is also the Executive Director of the SPBMU, was sent to the World Bank's course on Social Safety Nets in Washington, D.C., from 6-17 March 2017. The two-week course provided participants with an in-depth understanding of the conceptual and practical issues involved in the development of social protection programmes using a variety of learning methods such as presentations, roundtable discussions simulation games, hands-on computer-assisted exercises and group work.

Topics covered by this course included the most recent developments in the social protection sphere, including safety net systems, unified registries, new generation conditional cash transfers, graduation from social safety nets, the role of social safety nets in climate change adaptation, development of robust identification systems for targeting and gender-based approaches to social protection.

The participant who was sent on this course, upon his return, created an extensive training materials binder which encompassed all the lectures given during the course. These materials will be made available to the GoB and training institutes through an online portal the Project is developing in partnership with the SPBMU.

Institute of Development Studies (IDS) Course, Sussex

Two participants from FD (who are also both Deputy Directors of the SPBMU) were accepted and registered for the IDS course which was held at the Centre for Social Protection in Brighton, UK from 12-15 June 2017. The course was focused on social protection policies, main approaches to social protection programmes, issues around implementation, available evidence and current hot topics in social protection field. This was a great foundation course for the two officials, and contributed towards building the capacity of the SPBMU.

1.3.3 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. Before October 2016, the Project had succeeded in organizing only one study tour to India for 8 senior government officials. During the reporting period, SPFMSP successfully organized two well-received study tours to Kenya and Indonesia for 18 senior government officials. The details of these study tour are outlined below.

Kenya Study Tour

The Project organised its second Study Tour in Kenya from 14-20 January 2017 for 8 participants from FD and six line ministries who were accompanied by the Project's MIS Specialist. The focus of this study tour was multifaceted and touched 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.

During the study tour, participants met with Government of Kenya officials of the Ministry of East Africa Community, Labour and Social Protection at both the headquarters where several presentations were made by the Government of Kenya staff on different aspects of the coordination and implementation of Social protection schemes in Kenya. The team also had a field visit to Nyandarua County Government where they also managed to meet beneficiaries of the different Cash Transfer Programmes. In addition to that, the GoB team had discussions with the Ministry of Devolution under which the Hunger Safety Net programme (HNSP) is managed.

On 19 February 2017, a dissemination workshop on the India and Kenya study tours was held at the Bangladesh Secretariat. The workshop facilitated the sharing of experiences and learnings about the knowledge gained through the study tours and the practical applications of that knowledge in Bangladesh.

Indonesia Study Tour

A third study tour in Indonesia was organised between 19-25 March 2017 for 10 officials from FD and six line ministries who were accompanied by the Project's Coordinator. The study tour was organised in partnership with DFAT's Social Protection Hub in Jakarta.

The participants met with counterparts from the Indonesian Development and Planning Ministry (Bappenas), the National Team for Acceleration of Poverty Reduction under the Vice President's Office, and the Ministry of Social Affairs. During the meetings, Indonesia's various social protection programmes were discussed along with their planning, implementation, M&E and impact. The team also had presentations focusing on targeting and qualitative and quantitative evaluation from non-government research organisations, namely Reality Check Approach and J-PAL.

During the study tour, the team travelled to the field in Malang to get a first-hand look at the newly launched unified registration system (SLRT), get the ground reality of the implementation of Indonesia's conditional cash transfer programme (known as PKH or the Family Hope Programme), and speak to the beneficiaries of social protection programmes.

The study tour team held a dissemination workshop on July 11, 2017 to share the lessons learnt during the tour.

1.3.4 Challenges in Implementing Global Capacity Development Initiatives

As mentioned previously, SPFMSP's Capacity Development Strategy sets out targets for the Project in terms of number of participants for national courses, global courses and study tours. The Strategy and the targets set out within it was approved by the Project Implementation Committee (PIC). In the SGSP LogFrame, under Output Indicator 2.1, the Milestones outline that all five SGSP partners must implement their approved capacity development strategies and fulfil annual targets set out in them. Under the same Output Indicator, it also stipulates that Maxwell Stamp is responsible for implementing 1 study tour in 2016 (India), and an additional 4 study tours in 2017.

While SPFMSP is on track to over achieve its target number of participants for national course participants, the Project has only achieved 35% of its target number of global course participants, and 43% of its target number of participants sent on study tours. This fact was highlighted by the Executive Director of the SPBMU in the July 2017 coordination meeting. During the same meeting, the NPD of the Project also expressed his dissatisfaction with the pace of progress in implementing the target number of global courses and study tours.

In April 2017, SPFMSP submitted a proposal to DFID to send 20 GoB officials to a tailor-made social protection course organized by the International Labour Organization (ILO) at their training institute in Turin, Italy. The course was meant to comprise a pre-course e-learning component as well as follow-up learnings after the one-week long training. Unfortunately, DFID did not approve the proposal due to the upcoming UK elections and an unfavourable political economy. DFID requested that SPFMSP revise its Capacity Development Strategy in terms of participants targeted for global courses and

study tours. FD has raised strong objections to reducing the original targets set out in the Capacity Development Strategy and requested to meet with DFID to discuss any revisions it seeks to make. Due to two opposing views on the global capacity development initiatives, SPFMSP faces a major challenge in reaching the targets set out in the original Capacity Development Strategy. A revised Capacity Development Strategy drafted by the Project has been submitted to DFID for their consideration.

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

With an objective of generating evidence-based findings and conclusions on the existing social protection programmes and systems, SPFMSP project identified and implemented diagnostic and research studies in a participative manner. The evidence, findings and recommendations from both types of studies are being utilised towards designing costed reform plans for selected social protection schemes as well as key delivery systems for the Government.

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

2.1 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.

2.1.1 Payment Systems for Social Protection Schemes

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 is supposed to 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 and so on

The first draft of a research paper on payment systems of major social protection schemes in Bangladesh was submitted, and feedback sent to the consultant team in January 2017. The findings and recommendations were initially discussed with the NPD and a dissemination workshop was held on 2nd March, 2017. The workshop was inaugurated by Mr. Mr. Helal Uddin Ahamad, Divisional Commissioner, Dhaka Division, Dhaka. The workshop was chaired by Mr. Mohammad Muslim Chowdhury, Additional Secretary & NPD of the SPFMSP project, Finance Division, Ministry of Finance. The participants included officials of the Finance Division, six Line Ministries, Prime Minister's Office (a2i), CAOs of six LMs, Controller General of Accounts (CGAs), Bangladesh Bank, Sonali Bank, few Public and Private sector Banks, Mobile Financial Services, National Identification Project (NID Project), Manusher Jonno Foundation (MJF), Public Expenditure Management Strengthening Program (PEMSP), and UNDP.

The workshop participants broadly agreed with the findings of the study. The comments and suggestions made by the participants have been appropriately addressed while finalising the report on the study. The workshop strongly endorsed the payment system proposed by the study and recommended its implementation in a planned manner. The workshop felt that the proposed system would address many of the current difficulties faced by the beneficiaries and would lead to

establishment of a transparent, efficient and beneficiary friendly payment system for cash transfer of social protection benefits.

As a way forward, the workshop recommended that a reform plan may be designed for implementation of the proposed payment system architecture as suggested by the study and for implementation of the studies' recommendations. It was also agreed that the proposed payment system architecture should be piloted on two schemes.

2.2 Scheme Diagnostics

The Project has a mandate for performing seven diagnostic studies to provide operational and financial analyses of different schemes of six LMs. The schemes selected for diagnostic studies with the approval of the PIC are as follows;

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 of the selected schemes, they were regrouped in terms of sector (see Table 1) so as to enable a sector-based, holistic approach that could identify opportunities for convergence, consolidation and synergies on a macro scale.

Table 1: Current Status of Diagnostic Studies

Cluster	Name of Scheme	Name of Line Ministry	Status of Study	Action Taken
	VGD	MoWCA		MoWCA agreed with findings and suggestions of the report and requested SPMS to develop a costed reform plan for implementing the recommendations.
	VGF	MoDMR		Findings accepted. MoDMR to implement agreed recommendations.
	DSF-MHVS	MoHFW		Findings accepted. Recommendations already adopted for designing 5 Year Operational plan.
	MA and LMA	MoWCA		Findings and recommendations accepted. A costed reform plan for implementation of the recommendations has been developed by the Project and endorsed by MoWCA and FD.
	OAA	MoSW		

Cluster	Name of Scheme	Name of Line Ministry	Status of Study	Action Taken
	HDWWA	MoSW	Finding of the study disseminated to key stakeholders and minutes issued.	suggestions of the report and requested SPMSP to develop a costed reform plan for implementing the recommendations

2.1.2 VGD Diagnostic Study

While the diagnostic study on the VGD of MoWCA had started much earlier, it could be completed only in the period under consideration. After a discussion on the initial findings of the VGD study with MoWCA on 18 December 2016, the government requested additional field visits to be taken up to strengthen the foundation of the findings. Additional field visits to six more Upazilas belonging to three districts were taken up by the team of consultants along with the ED of SPBMU in January 2017 in consultation with the officials of the MoWCA. The findings from the additional field visits strengthened the initial findings and also identified few more issues that were discussed with the officials of MoWCA.

Subsequently, a dissemination meeting was held on 9th March, 2017 which was chaired by the Additional Secretary, MoWCA. In attendance were representatives from FD, MoWCA and DWA as well as development partners including MJF and WFP.

The main recommendations agreed were:

1. To have greater emphasis and focus on training on sustainable income generating activities (IGAs), rather than food alone;
2. To improve earning capacities and life skills of beneficiaries through training component while the food delivery could be considered only as an opportunity cost (lost) for training;
- 3) Credit linkage through banks / micro-finance institutions should be provided along with an emphasis on financial literacy; and
- 4) Training should provide sustainable integrated business approach for income generation.

Besides, the recommendations also included certain suggestions on improving the design of the product itself, improvement in the processes and implementation arrangements that could be more efficient and cost effective. MoWCA appreciated the findings from the study and agreed to all the recommendations.

There was a demand from MoWCA that the SPFMSP project should help them design the reform plan for VGD. This would be taken up by the project after September 2017.

2.1.3 DSF-MHVS Diagnostic Study

The Demand Side Financing Maternal Health Voucher Scheme (DSF-MHS) was performed between September 21st and December 20th. A meeting on "Dissemination and Finalising the Draft Report on Diagnostic of DSF-MHVS" was hosted on 14 December 2016 by the MoHFW at 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. 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, and so on 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 associated 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; and
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.

In the meantime, the recommendations of the diagnostic were further followed up at the Ministry level. The SPFMSP project is happy to report that as many as three (3) recommendations of the diagnostic study were deliberated upon by the Ministry and have been incorporated into the Operational Plan of Maternal Neonatal Child and Adolescent Health (MNC&H) that is being implemented between January 2017 and June 2022. Those recommendations being taken up included the expansion of the programme, e-cash transfer in the account of the service provider and service recipients (beneficiaries), and the creation of an Imprest Fund.

The Program Manager of DSF – MHVS also informed the SPFMSP project through a formal letter that the other recommendations of the diagnostic study performed by the Project are being considered by the DSF – MHVS implementation committee of the MoHFW.

2.1.4 Diagnostic Study of OAA and HDWWA

The team of consultants for the study submitted the zero draft in January 2017 and based on the comments and suggestions from the SPFMSP team the report was redrafted. The findings and recommendations of the report were initially discussed with the officials of MoWCA and DSS. After the incorporation of their inputs and suggestions, the report was presented in the dissemination workshop held on 14th March 2017 at the conference hall of DSS. The workshop was inaugurated by Mr. Gazi Mohammad Nurul Kabir, Director General of DSS and Chaired by Mr. Khandoker Atiar Rahman, Additional Secretary (Programme), MoSW.

The findings of the study included areas such as coverage, targeting issues including de-registration and so on and provided recommendations ranging from scheme design to its implementation on one hand and improvement on capacities and systems on the other. It suggested a way forward on steps towards universalisation, improving targeting, payment system reforms for the two schemes, adequate resourcing for the programme as well as human resource development for monitoring and reporting. The workshop was in broad agreement with the findings and recommendations of the report.

The comments and suggestions made by the participants were appropriately considered while finalising draft report. The workshop recommended that the suggestions made in the report should receive active consideration of the government for implementation. It also agreed to hold a dialogue to discuss the report of this diagnostic study along with the reports of two other studies made by MJF and HelpAge International on Old Age Allowance scheme. This workshop was accordingly organized by the National Forum for Social Protection and MJF on 9 July 2017. The findings of the SPFMSP diagnostic study were further discussed at this forum. There was a high demand and support for taking up these schemes in a costed reform.

2.1.5 Diagnostic Study of LMA/MA

The Terms of Reference (ToR) for the study were finalized in consultation with the MoWCA in during the January-March 2017 quarter. Accordingly, the consultants began their study with focussed meetings being arranged with the officials of the Ministry and the DWA. A discussion with the officials of the MoHFW had also taken place since both the programmes are closely related to each other. Besides reviewing the existing documents as part of the secondary literature review, the team also had taken up field visits to nine (9) Upazilas spread across six (6) districts. The team was also accompanied by the by either the Executive Director or Deputy Director of the SPBMU during field trips. The field trips were facilitated by the DWA and their Districts officials (DWCAO) and Upazila (UWCAO) also accompanied the team. The team had also met the Deputy Commissioner and the UNO besides meeting the publicly elected persons.

The team of consultants for the study submitted the zero draft in June 2017 and accordingly, based on the comments and suggestions from the SPFMSP team, the consultants prepared themselves for the dissemination workshop. Since the study was part of the Health cluster it was performed in close coordination with MoHFW.

The dissemination workshop was held at the SPFMSP office on 17th of May 2017 and was attended by the officials of three Ministries namely, MoWCA, MoHFW and MoF, besides the officials for the DWA and other stakeholders. The presentation included the background information on MA and LMA programmes within the context of overall safety-net interventions of the GoB. It also provided for the methodology that was used for the diagnostic study. An overview of the programme design such as objectives, features of the programmes, eligibility, and so on, was also included. The presentation also covered implementation arrangements including the administrative processes. The findings of the study were based on the secondary information and primary analysis including the data and information collected from the field. The presentation ended with the recommendations and future directions to the programme. The meeting agreed on general terms with the findings and recommendations of the report. The meeting expected that a costed reform plan be developed by the SPFMSP project for the MA and LMA programmes to take forward the recommendations made by the diagnostic study.

As the findings and recommendations of the study on MA and LMA were discussed in the dissemination workshop with the officials, their inputs and suggestions were addressed and a final report has been prepared and submitted by the consultants to the Project.

2.1.6 VGF Diagnostic Study

The ToR was approved in December 2016. The study on VGF was commissioned accordingly to one international and one national consultant began the study on 23rd April 2017. At the policy and strategy level, the team met the Ministry officials of the MoDMR, FD and the Department of Disaster Management (DDM). Besides, the team also met the officials of Fisheries and Livestock Department in order to discuss coordination and convergence between the two ministries.

The team visited as many as 9 Upazilas spread across 5 districts. During the field visit the team was also accompanied by the ED, SPBMU. The team studied in the field all the components of VGF such as vulnerable areas, disaster prone areas, fishery-related districts that provide for cash compensation. The team also visited flood prone areas during the time of floods itself and hence collected first-hand information on the implementation of VGF programme. The SPFMSP project conducted a dissemination workshop on 25th of July 2017 with the line ministry and other stakeholders. Main recommendations accepted include:

- Operational Manual of VGF programme needs to be redesigned with special emphasis on component-wise selection criteria of beneficiary.
- Selection criteria of fishermen should be prepared jointly between MoDMR and the MoFL.

- Transportation cost should be specifically budgeted on the basis of distance and mode of carrying. Similarly, cost of manual labour may also be included in the budget.
- Distribution of food during festivals may continue as before. However, recommendation of the study may be further examined by the Ministry towards switching over from food to cash transfer for the fishermen.

2.1.7 PESP Diagnostic Study

The ToR for the diagnostic on Primary Education Stipend Programme (PESP) was developed in consultation with and approved by MoPME in June 2017. While the study was to begin in August, it was observed by the DFID to wait till the extension is confirmed. Meanwhile, the Project has already identified a potential international and national consultant to conduct the diagnostic study. The study is likely to begin in September 2017 and shall get over by December 2017.

Output 3. Costed Plans Developed for the Reforms of Priority SP 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, work on these reform plans could not occur until SPFMSP works on relevant research studies and diagnostic studies were completed. According to the SGSP Log Frame, SPFMSP is responsible for delivering 2 costed reform plans by 2017. However, the Annual Work Plan (Annex I) and Milestone Schedule (Annex II) have been slightly more ambitious than the targets set in the LogFrame.

3.1 Reform Plan 1– Payment System for Social Protection Benefits

As discussed in section 2.2.2, based on the dissemination workshop of SPFMSP's research study on payment systems for social protection benefits in Bangladesh, it was agreed that payment system would be taken up as a reform. Accordingly, the same team who worked on the research study were tasked with developing a plan for a reformed payment system.

In the month of May and June 2017, the team of consultants held different meetings with more than two dozen stakeholders located at Dhaka and field. This included meeting with: i) Government officials such as those of the FD and a2i of the Prime Minister's Office, ii) different line departments that are currently engaged in cash transfers, iii) Drawing and Disbursing Officers (DDOs), iv) Chief Accounts Officers (CAOs), v) Programme Directors who are in charge of cash transfers and perform payments to the beneficiaries, vi) Central Bank officials who are in charge of the Government Payment system as well as that of the BEFTN for electronic fund transfer, vii) the Agency Bank i.e. Sonali Bank who acts as an agent to the Government, viii) other bankers who could be the potential payment service providers.

Besides the banks, the team also explored the modalities of engaging mobile financial services as well as the postal financial service as part of the proposed payment system design. The team also visited the field and witnessed the actual cash transfer for the schemes of DSS. This cash transfer was a pilot being supported by a2i using the payment channels of Bank Asia at the Upazila and Union level. The team also met some of the beneficiaries of the OAA and Disability Allowance who were being paid under the pilot.

Based on the field visits and discussions with the stakeholders including the CGA and the FD, the team submitted the draft reform plan to the SPFMSP project. Based on the comments and suggestions from the Project, the team also developed a concept paper to be discussed with the limited stakeholders who would potentially be involved in the Payment System Institutional Architecture. This stakeholders' consultation was held on 17 July 2017 based on which the contours of the final reform plan were submitted by the team.

A draft of the first costed reform plan was completed by May 2017 in line with the Milestone Schedule and a dissemination workshop on the proposed reform plan (first) on Payment System was held with multi-stakeholders ranging from all six Ministry officials and the FD to Government and Private Banks and Mobile Financial Service Providers. The workshop was also attended by development partners such as DFID, World Bank and the EU. The reform plan was widely accepted by all the stakeholders and it was decided that the Project shall assist the GoB in piloting the proposed and reformed payment system in two schemes. Following resolution was unanimously passed in the workshop:

- The workshop endorses the reform plan as presented, subject to modifications based on the agreed suggestions made in this workshop.
- The workshop agrees with the suggestion on piloting the proposed plan on two SP schemes by FD/ SPMSP in association with the relevant line ministries
- The workshop recommends that based on the results of the pilot, the system should be rolled out to other SP schemes in a phased manner.
- The workshop also recommends that the relevant Line Ministries and other key players should take necessary preparatory actions (such as digitalization of beneficiary data, iBAS++ modification and so on) as suggested in the plan for implementation of the reform.

3.2 Reform Plan 2- Maternity Allowance and Lactating Mothers Allowance Programmes

The second reform plan, focused on the MA and LMA Programmes of MoWCA, has been undertaken based on recommendation of a dissemination workshop on the findings of the diagnostic study on MA / LMA that was held in May 2017 and chaired by the Additional Secretary, MoWCA. All preparatory arrangements were made and work on the second reform plan commenced from 16 July, 2017.

For developing the reform plan, SPMFSP engaged the same team of consultants who conducted the diagnostic study on MA / LMA scheme of the MoWCA. A draft report was submitted in August 2017. The second costed reform plan on the health sector was completed by August 2017. This was developed for the MoWCA on MA and LMA. The reform plan was disseminated at the DWA with participation from the three Ministries including MoWCA, FD and Health and Family Welfare. The Secretary MoWCA was the Chief Guest and endorsed the reform plans in the dissemination. As many as ten reforms were developed and approved for implementation in the workshop. The workshop strongly recommended that the MoWCA should initiate necessary actions to implement the agreed reform plan. The implementation may be started immediately. The MoWCA may also take necessary steps to revise the operational manual of MALMA programmes consistent with the changes required to implement the proposed reforms as developed by the SPFMSP project.

3 Impact of SPFMSP Project

Study Tour to India - Influencing Pension Reforms

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. A dissemination workshop on the India Study Tour was held in this reporting period, where the team discussed their tour experiences gained on pensions for poor from social organisations like Self Employed Women Association (SEWA). The experiences of the officials of the FD from the India Study Tour has influenced the government to make the decision to introduce a participatory universal pension system for all. This decision of the government was announced by the Hon. Finance Minister in his budget speech for 2017-2018.

Impact and Follow-up of Diagnostic Studies

As a follow up of the findings and recommendations on the diagnostic and research studies, the SPFMSP project has been receiving positive responses from the ministries. To begin with, the ministries have shown keen interest in further disseminating the findings and recommendations of the studies. MoSW and MoWCA in particular have actively shown interest in these studies being shared with their field staff. As a result of the demand from these ministries, the SPFMSP project has incorporated the findings and recommendation of the diagnostic studies in the regular curriculum of the national courses. The fifth, sixth and seventh national courses had special sessions for discussions on these diagnostic studies and the participants, mostly from the field implementation level officers, rated these sessions as 'very useful'.

One interesting development during the reporting period pertains to the impact of the findings and recommendations of the diagnostic study that was completed for the MoHFW on DSF – MHVS. Though the study was completed in December 2016, including the dissemination workshop with the stakeholders that ranged from the officials of the Ministry to development partners like the World Bank and WHO, the recommendations were further followed up at the Ministry level in during the reporting period. The SPFMSP project is happy to report that many of the recommendations of the diagnostic study have been incorporated into the 5-year Operational Plan of Maternal Neonatal Child and Adolescent Health (MNC&AH) that is being implemented between January 2017 and June 2022. Those recommendations being taken up included the expansion of the programme, e-cash transfer in the account of the service provider and service recipients (beneficiaries), and the creation of an Imprest fund. The Program Manager of DSF – MHVS also informed the SPFMSP project through a formal letter that the other recommendations of the diagnostic study performed by the Project are being considered by the DSF – MHVS implementation committee of the MoHFW. Similarly, MoWCA is keenly considering the recommendations made by the diagnostic studies on MA, LMA as well as that of VGD. A policy demand for reform plans in these programmes have already been considered as resolution and the Project has already accomplished MA and LMA costed reform plan. The costed reform for the VGD is likely to be taken up after September 2017. MoSW too has communicated to the Project regarding developing the costed reform plan as a logical culmination of the recommendations of the diagnostic studies. The project is actively considering developing reform plans for OAA and HDDWWA for the MoSW after September 2017.

Government Ownership of Reform Plans

The first reform plan on Payment system was shared with 6 SPFMSP line ministries as well as payment service providers. The dissemination workshop on Payment System reforms was overwhelmingly

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.

accepted by the line ministries. During the workshop it was observed that many of the ministries and all the payment service providers were highly enthusiastic about the proposed payment system and even demanded that they ought to be considered during piloting of the payment system. While ministries such as Education offered that their schemes be considered for piloting as they already have the digitized data and are using the banking services including agent banking model for transfers, the MoWCA and MoSW too assured that their data will get digitized for the pilot. The FD on its part also assured that all the requisite IT infrastructure such as iBAS++ and so on shall be developed further for making it compatible with the system over the next few months.

The keen ownership of the GoB is also reflected in the fact that the 'access to information' (a2i) at the Prime Minister's office has not only taken keen interest at every stage of the development of reform plan on payment system, but also has formed a committee on 'Digital Payment System' where the Project has been actively involved in facilitating its meetings. Moreover, the Project team has been supporting the a2i at the PMO in facilitating institutional design of different stakeholders for the reformed payment system. In one of the recent workshops held at the PMO, the Project team lead the deliberations on designing a business case for the bank and other financial institutions under the proposed G2P Payment System. This model too was deliberated in the diverse forum and supported the cause of the proposed G2P payment system that the project is working on.

The second reform plan on MA and LMA has been equally significant in impacting the policies and strategies of the Government. As mentioned elsewhere, the proceedings of the dissemination workshop captured that as many as 10 recommendations of the reform plan have been accepted by the MoWCA. The Secretary, MoWCA, who was also the Chief Guest of the workshop was not only in agreement on the reform recommendations, but also mentioned that many of them were being thought of by the Ministry and these independent recommendations would provide an impetus to take them further. The recommendations ranged from reforming the design of the programme to its implementation as well as developing an MIS to participate in the piloting of the Payment System.

Way Forward

The project plans to attain the following outputs during the upcoming year September 2017 to June 2018

- A fully functional SPBMU at the Finance Division
- A fully functional MIS at the SPBMU linked with 6 Line Ministries to improve targeting of programs, timely delivery of transfers and monitoring of SP expenditures
- Development of 2 costed plans for SP reforms on OAA and HDDWWA schemes of MoSW and VGD Programme for MoWCA

Annex I- Annual Work Plan (October 2016- August 2017)

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 *											

Annual Report of Strengthening Public Financial Management for Social Protection (SPFMSP) Project

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) *											

YEAR MONTH	2016			2017							
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
Outputs and Deliverables											
Development of Costed Reform Plan 3 (TBD) *											
Development of Costed Reform Plan 4 (TBD) *											

*Asterisk indicated activities which will continue beyond August 2017

Annex II- 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 III Work Plan for the Period September 1, 2017 June 30, 2018

Work plan for the period September 1, 2017 – June 30, 2018

LogFrame Outcome: The Government of Bangladesh has established a more effective and efficient Social Protection system, including policies, budget and plans.

Year	2017				2018					
Month	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June
Output and activities										
LogFrame output 1: Improved mechanisms within SP sector of GoB.										
1.1: A fully functional Social Protection Budget Management Unit (SPBMU) at the Finance Division (FD)										
1.1.1 Integrating SPBMU into the regular setup of FD with defined roles & responsibilities and its expenditure is included in GoB revenue budget										
1.1.2 Implementation of SPBMU communications strategy										
LogFrame output 2: Improved GoB capacity to manage, implement and monitor social protection programmes										
2.1: Institutionalization of SP-PFM courses in selected training institutes and trainers trained										
2.1.1 Strengthening of selected departmental training institutes by integrating SP Public Financial Management courses in their regular training program										
2.1.2 Training of Trainers through National/Global courses										
LogFrame output 3: Ministries and Departments of the Government of Bangladesh have access to a strengthened evidence base on social protection										
3.1: Diagnostic studies on 7 SP schemes under taken										
3.1.1 Conducting diagnostic study on stipend programs including Disability stipend (as the 7 th scheme):										

LogFrame output 4: Mechanisms in place that contribute to better targeting and monitoring in SP schemes										
Output 4.1: A fully functional MIS at the SPBMU linked with 6 Line Ministries to improve targeting of programmes, timely delivery of transfers and monitoring of SP expenditure										
4.1.1 Designing of linkages between SPBMU MIS and 6 Line Ministries										
4.1.2 Establishing linkages between SPBMU MIS and 6 Line Ministries										
4.1.3 Developing plans for SPBMU MIS roll out to other ministries										
4.1.4 Furthering MIS development in areas such as payment system, linkage with iBAS++ etc.										
4.1.4 Training on further SPBMU MIS development and on SPBMU MIS linkage with Line Ministries										
Output 4.2 Costed plans for SP reform developed										
4.2.1 Developing Costed Reform Plan-3 (VGD/ OAA)										
4.2.2 Developing Costed Reform Plan-4 (VGD/ OAA)										
4.2.3 Supporting FD and other Line Ministries in implementing already designed reform plan on Payment Systems (including piloting of the plan in 2 SP schemes)										
4.2.4 Supporting FD and relevant Line Ministries in implementing already developed reform plan-2 on health cluster										

schemes (MA, LMA and DSF-MHVS)										
4.2.5 Training on reformed payment system through National courses										
4.2.6 Training on implementation of reform plans 2, 3 and 4 through National courses										