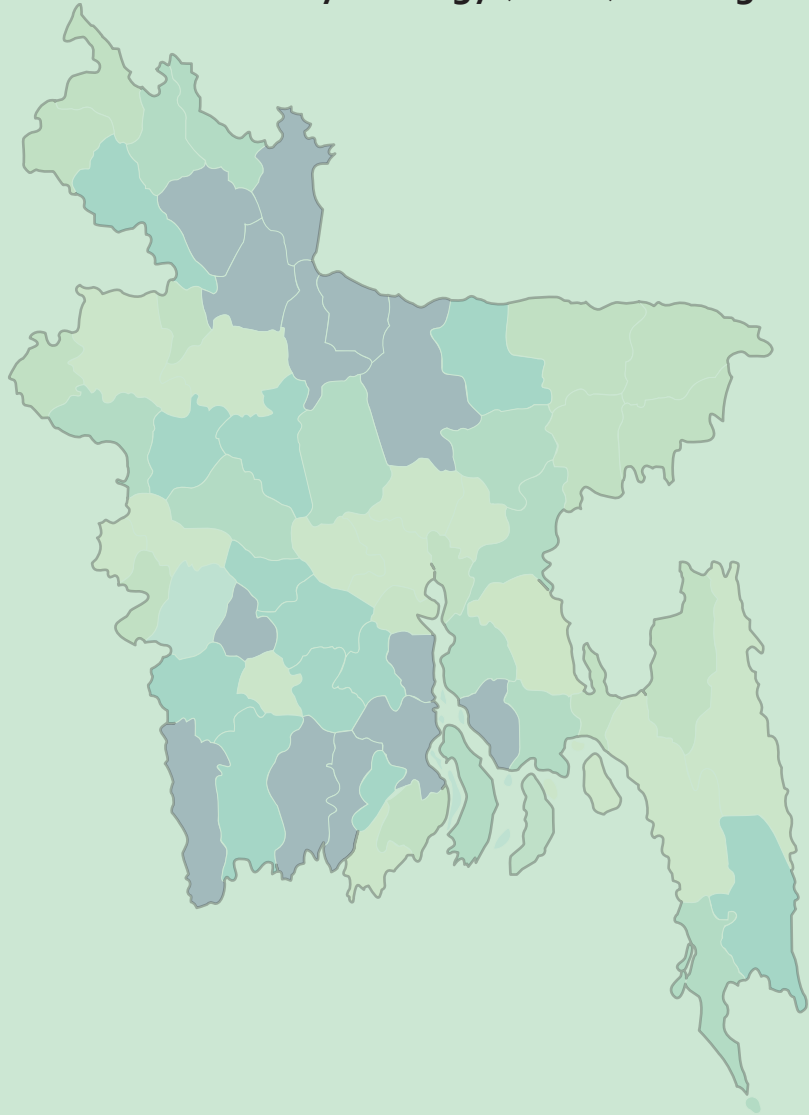# Action Plan

Implementation
of
National Social Security Strategy (NSSS) of Bangladesh

2016-2021

Cabinet Division

and

General Economics Division of Planning Commission

Government of the People's Republic of Bangladesh

Action Plan

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Mohammad Shafiul Alam
Cabinet Secretary
Government of the People's
Republic of Bangladesh

MESSAGE

Having been convinced that we need a comprehensive system of social security, the Government of Bangladesh formulated the National Social Security Strategy (NSSS), 2015 for transforming the existing social safety net schemes into lifecycle based social security programmes. An inter-ministerial committee under the Central Management Committee (CMC) supervised the whole process of NSSS formulation spearheaded by the General Economics Division (GED) of Planning Commission in consultation with the stakeholders.

The Cabinet, under the prudent leadership of the Honourable Prime Minister, approved the NSSS providing strategic guidelines for utilising the big investment in social security programmes for poverty reduction and wider socioeconomic development in line with the aspirations of vision 2021.

Over the last one decade, the country experienced good progress in poverty reduction at 23 per cent, which was about 70 per cent in seventies. Country's progresses have been reflected in Millennium Development Goals (MDGs), where Bangladesh has been considered as a role model. Having demonstrated commendable performance in achieving all the targets of MDGs, Bangladesh is committed to accomplish even better in achieving Sustainable Development Goals (SDGs) by 2030. The goals of NSSS are consistent with the SDGs as both drew upon international documents including Social Protection Floors Initiatives of the UN.

Instead of starting from the scratch, the NSSS recommends for reforming the designs and delivery system of the existing programmes in two phases of five years each, 2016 – 2021; and 2021 - 2025. NSSS action plan has been prepared under a sub-committee constituted by the Central Management Committee (CMC) – an inter-ministerial committee for national social security programmes. The sub-committee was headed by the Secretary, Coordination and Reforms of the Cabinet Division.

I am happy to see that the NSSS Action Plan for the first phase has been completed after extensive consultative process with the social security line ministries and other stakeholders. Ensuring timely implementation of this action plan as agreed by the ministries is a major challenge. Regularly monitoring based on set milestones decided by the ministries in NSSS need to be aligned with the targets of the ministries in their Annual Performance Agreements (APA) will minimise the implementation challenge.

My deep appreciations are due to the members and associates of this sub-committee for their extraneous efforts to make this action plan. I would also thank the officials of the line ministries and divisions who had worked hard in preparing their respective portion of the action plans and shared their action plan after kind approval from the respective ministers of the ministries/divisions. Credits must go to the Members of the CMC for their thorough reading and participation in discussions and kind consent for approval of NSSS action plan. I should also acknowledge the contribution of the relevant officials of the Cabinet Division and the GED for their hard work. The consultants of the Social Security Policy Support (SSPS) Programme also deserve special appreciation for technical supports.

Mohammad Shafiul Alam

Prof. Shamsul Alam, *Ph.D*
Member (Senior Secretary)
General Economics Divisions
Planning Commission

MESSAGE

With a view to tackling the triple problems of the poverty, inequality and marginalization, the Government formulated the National Social Security Strategy in 2015. The core of the strategy is to implement a lifecycle based social security system combining both protective and promotional approaches with improved targeting, better design and more effective M&E system to prevent leakages and enhance outcome.

The process to formulate the NSSS was initiated in 2012 with an Inter-Ministerial Committee chaired by the Cabinet Secretary to oversee drafting of the Strategy, with the General Economics Division of the Planning Commission acting as the secretariat.

The Honourable Prime Minister expressed her commitment to safeguard people's constitutional rights to social security and to boost economic growth and promote a more equitable distribution of income. The NSSS provides a practical road map to fulfil the government pledge for creating a poverty-free equitable country. The document comes out to be more practicable as it is coherent with 7th Five Year Plan and also the SDG.

The NSSS suggests that for its proper implementation a detailed action plan will have to be prepared specifying the responsibilities of different ministries. The formulation of the Action Plan is not any simple task as it involves very critical inter-ministerial coordination and consensus building among stakeholders. I would appreciate the decision of the Cabinet Secretary as chair of the Central Management Committee on Social Security to form a high level sub-committee to carry out this arduous job.

I would like to express thanks to the action plan sub-committee which - under the most capable leadership of Secretary, Coordination and Reforms - completed its responsibility after a series of consultations with line ministries and reconciling their proposed action plans with strategic plans of the Government. The responsible officials of the Cabinet Division and GED and the SSPS Programme also deserve special thanks for their supports.

I would request all the line ministries/divisions to keep up their efforts for timely implementation of the NSSS action plan and thereby enhance poverty reduction and economic growth.

Prof. Shamsul Alam, Ph.D

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

FOREWORD

As part of measures for fulfilling Government commitment for poverty reduction and social equity, the National Social Security Strategy (NSSS) of Bangladesh was formulated in 2015 through an extensive process of inter-ministerial collaboration. The focus of the NSSS was to consolidate social security programmes along a lifecycle framework and improve the overall delivery system.

The implementation of the NSSS entails multi-dimensional matters encompassing legal as well as administrative reforms. Therefore, it was necessary to formulate a time bound action plan, for which collective efforts of the line ministries were involved. The action plan accumulates a detailed inventory of activities to be carried out by these ministries.

The Central Management Committee (CMC) on Social Security chaired by the Cabinet Secretary entrusted upon me the responsibility of formulating the action plan by coordinating with the stakeholder ministries. The assignment was in fact more complex and time consuming than it was initially assumed. However, with the perseverance of the members of action plan sub-committee and the SSPS team I could finally submit the action plan to the CMC for review. I am grateful that the members of the CMC appreciated our efforts and approved the action plan.

The NSSS incorporates a broader outline of main actions to be accomplished by different ministries. Based on those, the time bound actions of different ministries, divisions and thematic clusters have been formulated. The action plans are mainly in three parts - at the national, cluster and ministry levels. The action plan puts somewhat measurable indicators that will be used to track the implementation progress of the action plan.

in line with NSSS, the action plan suggests introduction of a few newer programmes in addition to scaling up some existing ones while also singling out some programmes for continuation as usual. In addition, there are some smaller programmes with uncertain significance in terms of lifecycle framework. The ministries will have to assess the importance of such programmes and prepare business cases for their continuation under some larger umbrella or set those aside for eventual termination.

The action plan for governance reforms incorporates agenda for strengthening systems of objective targeting based on poverty scores, formulation of a single registry integrated MIS, digital payment in the form of G2P, and results based M&E. The present action plan is for five years from 2016 to 2021, after which further action plans will be required for transition to a comprehensive lifecycle-centric social security system in 2026.

The action plans have been prepared with participation of representatives from the implementing ministries. Therefore, it is expected that they will own it and put full efforts in its implementation. I would assure that the action plan sub-committee will provide necessary supports in overcoming any possible challenges faced by the ministries in implementing the plan.

N M Zeaul Alam

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List of Abbreviation

A2I	Access to Information
AIDS	Acquired Immune Deficiency Syndrome
APA	Annual Performance Agreement
BB	Bangladesh Bank
BBS	Bangladesh Bureau of Statistics
BIA	Bangladesh Insurance Academy
CHT	Chittagong Hill Tracts
CMC	Central Management Committee
CODI	Core Diagnostic Instrument
Cr	Crore
DFID	Department for International Development
FD	Finance Division
FFC	Food Friendly Card
FID	Financial Institutions Division
FY	Fiscal Year
G2P	Government to Person
GDP	Gross Domestic Product
GED	General Economics Division
HIV	Human Immunodeficiency Virus
HSD	Health Services Division
ICT	Information & Communication Technology
IDRA	Insurance Development & Regulatory Authority
IGVGD	Income Generation for Vulnerable Group Development
ILO	International Labour Organization
IMED	Implementation Monitoring and Evaluation Division
ISPA	Inter Agency Social security Assessments
L&JD	Law and Justice Division
LDC	Least Developed Countries
LGD	Local Government Division
LGI	Local Government Institution
M&E	Monitoring and Evaluation
MBO	Management by Objective
MEFW	Medical Education and Family Welfare Division
MHVS	Maternal Health Voucher Scheme
MIS	Management Information System
MoA	Ministry of Agriculture
MoCA	Ministry of Cultural Affairs
MoCHTA	Ministry of Chittagong Hill Tracts
MoDMR	Ministry of Disaster Management & Relief
MoE	Ministry of Education
MoE&F	Ministry of Environment and Forests
MoEWOE	Ministry of Expatriates' Welfare and Overseas Employment
MoF	Ministry of Food
MoF&L	Ministry of Fisheries & Livestock
MoHFW	Ministry of Health and Family Welfare
MoI	Ministry of Industries
MoL	Ministry of Land
MoL&E	Ministry of Labour and Employment
MoLGRDC	Ministry of Local Government, Rural Development & Cooperatives

List of Abbreviation

MoLWA	Ministry of Liberation War Affairs
MoPA	Ministry of Public Administration
MoPME	Ministry of Primary and Mass Education
MoST	Management of Social Transformation
MoSW	Ministry of Social Welfare
MoWCA	Ministry of Women and Children Affairs
MoWR	Ministry of Water Resources
MoY&S	Ministry of Youth and Sports
MRA	Microcredit Regulatory Authority
NGO	Non-Government Organization
NSIS	National Social Insurance Scheme
NSSS	National Social Security Strategy
OMS	Open Market Sales
PMO	Prime Minister's Office
PMT	Proxy Means Test
PWD	Persons With Disabilities
RD&CD	Rural Development and Cooperatives Division
RERMP	Rural Employment and Road Maintenance Programme
RMG	Readymade Garments
SDF	Social Development Framework
SFYP	Sixth Five Year Plan
SHED	Secondary and Higher Education Division
SID	Statistics and Informatics Division
SPBMU	Social Protection Budget Management Unit
SS	Social Security
SSP	Social Security Programme
SSPS	Social Security Policy Support Programme
SSS	Social Security System
SWAPNO	Strengthening Women's Ability for Productive New Opportunities
TK	Taka
TMED	Technical and Madrasah Education Division
TOR	Terms of Reference
TR	Test Relief
UNDP	United Nations Development Programme
UNO	Upazila Nirbahi Officer
UPL	Upper Poverty Line
VGD	Vulnerable Group Development
VGF	Vulnerable Group Feeding
WfM	Work for Money
VWB	Vulnerable Women's Benefit

Executive Summary

The constitutional provision of the right to social security and the people-centric socio-political commitment of the Government, coupled with Bangladesh's rapid progress towards Middle Income Country status, paved the way for formulation of the National Social Security Strategy (NSSS) of Bangladesh. The strategy was approved by the Cabinet on 1st June 2015 after more than two years of collaborative efforts of the General Economics Division (GED) of the Planning Commission, the Cabinet Division, line ministries and other stakeholders supported by UNDP and DFID.

The core of the NSSS is programme coordination among the implementing ministries and consolidation of programmes along a lifecycle framework, with programmes for children, working age people – including specific focus on youth and vulnerable women – the elderly, and persons with disabilities. It outlines a vastly simplified institutional arrangement that allows proper planning and execution.

Implementation of the NSSS involves multiple issues relating to policy reforms, enactment of laws and administrative decisions. Therefore, the implementation of NSSS requires a time bound action plan, for which ministries have worked together to produce the present set of action plans.

The objective of the NSSS implementation action plan is to formulate a detailed inventory of activities to be executed by line ministries over the next five years. The NSSS itself provides a sketchy outline of major actions to be accomplished by different ministries. The present action plan builds upon those outlines to expand and spell out the time bound activities of different ministries, divisions and thematic clusters to achieve the mission of the NSSS.

The action plan has been prepared mainly in three parts, the first part being the national plan mainly drawn from reviewing the NSSS itself. Then the ministry specific action plans have been prepared. Finally, the cluster level action plans have been formulated. The action plan provides indicators that will be used to track the implementation progress of the action plan.

For the sake of clarity, it needs to be mentioned that the activities listed in this plan are just steps for implementation of the NSSS. This is by no means a comprehensive inventory of social security programmes of Bangladesh in coming years. However, the expected proposals of line ministries for consolidation of smaller programmes in addition to this list of activities will provide a more complete picture of social security in the country.

The action plan is prepared for coming five years till 2021, when most of the major reform proposals of the NSSS are expected to be attained. Over the next five years after 2021 the reform initiatives will be continued before making transition to a lifecycle-centric social security system mainly coordinated by the Ministry of Social Welfare. Now, the challenge is to ensure meaningful coordination and monitoring to implement the action plans as prepared and agreed by the line ministries/divisions.

Part-A

Introduction

1.   Introduction

The Constitution of Bangladesh has made the provision that the State will bear the fundamental responsibility for ensuring the right to social security for all deserving people (Article 15-D). Such constitutional provision directs the government to strive for strengthening the existing social security system of the country which has a long legacy since the independence of the country in 1971. Moreover, the unfaltering progress of the country moving towards becoming a middle-income country, free from poverty and hunger, has opened up opportunities for the Government to devise a rights-based comprehensive social security system for the people.

Thus, constitutional provision, economic capacity and overall developmental commitment of the present government has paved the way for formulating a National Social Security Strategy (NSSS) of Bangladesh. The Cabinet has approved the Strategy on 1st of June 2015. The strategy aims to address the risk and vulnerability of the poor in the country with a view to reducing their poverty and marginalization.

1.1 Background

The core of the NSSS is coordination among the 35 ministries/divisions and programme consolidation along lifecycle risks, with programmes for children, working age people – including specific focus on youth and vulnerable women – the elderly, and persons with disabilities. The lifecycle approach also addresses current gaps in coverage of early childhood needs. The heart of the NSSS is to reform the national social security system by ensuring more efficient and effective use of resources, strengthened delivery systems and progress towards a more inclusive form of social security that effectively tackles lifecycle risks, prioritising the poorest and most vulnerable members of the society.

The NSSS implies a shift from current discretionary approach to a targeted universal approach to avoid leakages and under-coverage. Special attention needs to be given to progressive but substantive scaling up of the 'graduation' programmes that offer real and direct income earning opportunities, and formal and informal work to the poorest, alongside complementary activities that provide poor people with a means to lift themselves out of extreme poverty. It is to be ensured that the most vulnerable women are provided with income security and greater opportunities to engage in the labour market, in particular, as they enter into motherhood.

One of the ground-breaking features of the NSSS is to initiate a social insurance system that enables people to invest in their own social security, providing security against the risks of old age, disability, unemployment and maternity. This includes expanding coverage to the residents of urban areas and to the socially excluded people, ensuring that the social security system supports an effective disaster response system and strengthening the delivery systems for priority transfers by establishing advanced Management Information Systems and results-based M&E. This also includes capacitating the relevant officials of the ministries/divisions.

Implementation of the NSSS requires complex reform and coordination across the Government, affecting all the relevant ministries/divisions implementing social security programmes. Managing all these pertinent changes is challenging, and this demands a degree of long term systematic action planning. The NSSS, therefore, indicates that the implementation of the strategy may take substantially long time. To avoid unwanted complication and probable conflict among stakeholders, the action plan should be formulated on the basis of detailed stakeholder consultations and on consideration of ground realities. Also, it is stipulated in the NSSS that there should be a short-term action plan (five years) to improve the efficiency of the existing social security programmes by enhancing current governance and consolidating service delivery systems. The long-term reform aims at implementing a lifecycle based social security system by 2025. The present action plan for 2016 up to 2021 is for the short-term reform of the existing social security programmes.

NSSS outlines a vastly simplified institutional arrangement that allows proper planning and implementation. In the first phase (2016-2025), the Government will introduce thematic clusters for coordination and cooperation of ministries engaged in programme implementation under the

coordination leadership of the CMC (Central Management Committee) on Social Security Programmes – an inter-ministerial committee constituted by the Hon'ble Prime Minister of Bangladesh under the Cabinet Division. In the second phase (from 2026 onward) the Ministry of Social Welfare will take up the responsibility of the reformed lifecycle social security programmes.

1.2 Vision and Mission of NSSS

The Government has a constitutional obligation to ensure people's rights to social security. In the long-term, the objective is to move towards building a social security system that is available to all the people of Bangladesh who are in need of support, providing them with a guaranteed minimum income but also a comprehensive safety net for those who suffer shocks and crises that may push them into poverty. Thus, the NSSS has the long-term vision as follows:

Vision

"Build an inclusive Social Security System for all deserving Bangladeshis that effectively tackles and prevents poverty and inequality and contributes to broader human development, employment and economic growth."

The NSSS provides that over the next five years the Government would take appropriate steps towards achieving this vision, while being cognizant of the reality that substantial change will take time. The Government will focus on building the foundation of a progressive and inclusive system. The NSSS states the mission over the next five years as follows:

Mission

"Reform the national Social Security System by ensuring more efficient and effective use of resources, strengthened delivery systems and progress towards a more inclusive form of Social Security that effectively tackles lifecycle risks, prioritizing the poorest and most vulnerable members of society."

1.3 Objective of the Action Plan (2016 up to 2021)

The objective of the NSSS implementation action plan (2016 up to 2021) is to formulate a detailed inventory of activities to be taken by ministries over the five years. The NSSS itself provides a sketchy outline of major actions to be taken by different ministries. The present action plan builds upon those outlines; expanding and spelling out the time bound activities of different ministries/divisions and thematic clusters to achieve the mission of the NSSS. The action plan also provides milestones, which will be used to track the implementation progress of the action plan.

1.4 Action Plan Formulation Process

An extensive process has been followed in formulation of the action plan (2016 up to 2021). The main inputs were obtained from a series of action plan workshops held at the Cabinet Division. Each session of the workshop was attended by 4-5 officials each from two ministries. In total 35 ministries/divisions participated in these workshops, in 11 sessions. During the workshops, the main concept of the NSSS was discussed, followed by a hands-on exercise on the action plan template. The template was semi-structured, covering the present situation of social security programmes in comparison with the NSSS provision. The concerned officials then went back to their ministries and officially returned their approved action plans.

To expedite the process of action plan finalization, the CMC on Social Security Programmes decided to form a high-level sub-committee chaired by Secretary (Coordination and Reforms) of the Cabinet Division with members of five thematic clusters (Social Allowance, Food Security and Disaster Assistance, Social Insurance, Labour/Livelihood Interventions, and Human Development & Social Empowerment) and cross-cutting ministries/divisions (Annexure – A). The action plan sub-committee agreed that some additional information from the cluster lead ministries would be required for the full-fledged action plan. Workshops were then organized in each of the five clusters as headed by the respective lead ministries. During these workshops, revised template was used to collect additional information on the status of

social security programmes of those ministries. After the workshop, the ministries/divisions took time to prepare their own action plan, to finalize it, and then send the final version to the Cabinet Division. The consultation process within the ministries/divisions was carried out duly. Later, the Action Plan sub-committee reviewed the action plan thoroughly before finally placing it to the Central Management Committee (CMC) on Social Security Programmes for approval.

All the outputs of two series of workshops, held in September 2015 and July 2016, were utilized to consolidate the final action plan. Apart from the inputs from respective ministries/divisions, some relevant documents of these ministries/divisions, such as, allocation of business, Annual Performance Agreement (APA), budget framework papers, etc. were consulted. While checking responsibilities in service delivery system and per person benefit, the broader outline of the action plan, as set in the NSSS, was given preference. The consolidation involved a process to phase out some programmes or to merge them into a greater programme, often to be managed by another ministry.

The main challenge of the action plan appeared to be broad and complicated coordination issues among implementing ministries. An ultimate target of the NSSS was to consolidate the lifecycle social security programmes to a handful of core programmes from a plethora of fragmented ones. Each of the thematic areas was comprised of several ministries. This means that some of the ministries will have their own reformed roles.

1.5 Structure of the Action Plan

The action plan has been prepared in three parts, the first part being the national plan, mainly drawn from reviewing the NSSS itself. Then the thematic cluster action plans are presented, preceded by the ministry/division specific action plans. In the ministry/division action plans, the gap of NSSS implementation has been analysed before providing the specific plan for action.

2.   National Action Plan for NSSS Implementation

The NSSS provides a brief structure of the action plan at the national level for Bangladesh. It mentions plans for programme consolidation and other governance reform. Against the backdrop of the review of past Social Security System experience, the priority challenges that will need to be addressed over the medium-term are as follows:

Priority Challenges for the Medium-Term

- A shift from current discretionary to a targeted universal approach to avoid leakages and under coverage;

- Expanding coverage of core schemes for the extreme/hard-core poor and most vulnerable people of the society, focusing on mother and child, adolescent and youth, working age, the elderly and people with disabilities. A basic objective for the next five years would be to support the elimination of hard-core/extreme poverty as much as possible;

- For this to be effective, given the dire circumstances of the extreme poor, consideration will need to be given to progressive but substantive scaling up of the 'graduation' programmes that offer real and direct income earning opportunities and formal and informal work to the poorest, alongside complementary activities that provide poor people with a means to lift themselves out of extreme poverty;

- Ensuring that the most vulnerable women are provided with income security and greater opportunities to engage in the labour market;

- Initiating a social insurance system that enables people to invest in their own social security, providing security against the risks of old age, disability, unemployment and maternity;

- Expanding coverage to the residents of urban areas and to the socially excluded people;

- Ensuring that the social security system supports an effective disaster response system;
- Strengthening the delivery systems for priority transfers by establishing advanced Management Information Systems (MIS) and developing professional staff; and
- Expanding awareness of the social security programmes for the beneficiaries and motivating potential contributors.

2.1 Programme Reform for 2016 up to 2021

Based upon the past Social Security System experience, NSSS has identified the priority areas of programmatic and institutional reform that will need to be carried out at the medium-term as follows:

Table 2.1: Programme Reform in 2016 up to 2021

Proposed Reform		Action Plan	Ministry/ Division
A.1	Strengthening Social Security for the Children (age <1 – 18)		
A.1.1	Child Benefit	• Submit detailed implementation plan for the Child Benefit to the Cabinet	Ministry of Women & Children Affairs (MoWCA)
A.1.2	Primary and Secondary School Stipends	• Submit detailed implementation plan for the scale up of the stipend programmes to the Cabinet Division	Ministry of Primary & Mass Education (MoPME)/ Ministry of Education (MoE)
A.1.3	Continuing Orphan's and School Meals Programmes	• Maintain on-going programme	Ministry of Social Welfare (MoSW)/ MoPME
A.1.4	Ensuring Child Maintenance Payment for abandoned children	• Develop policy and start implementation, July 2016	MoWCA
A.1.5	Strengthen Immunization, Child Healthcare, Nutrition and Water and Sanitation Programmes.	• Take actions to strengthen supply and outreach of these programmes	Concerned Ministries
A.2 a	Strengthening Programmes for Working Age (age 19-59)		
A.2a.1	Strengthen Education and Training	• Strengthen quality of education and training	MoPME/MoE/ MoEWOE
A.2a.2	Strengthen Workfare Programmes	• Consolidate all workfare programmes	Ministry of Disaster Management and Relief (MoDMR)/ Local Government Division (LGD)
A.2a.3	Introducing Unemployment, Accident, Sickness and Maternity Insurance under NSIS	• Commission study to design unemployment insurance for workers in the organized private sector; • Submit Plan to Cabinet Division for approval and start implementation	Ministry of Labour & Employment (MoLE)
A.2b	Strengthening Programmes for Vulnerable Women (VWB) (age 19-59)		
A.2b.1	Consolidate into one VWB programme on cash basis	• Submit detailed implementation plan for Vulnerable Women's Benefit (VWB) to the Cabinet Division	MoWCA

Proposed Reform		Action Plan	Ministry/ Division
A.2b.2	Provision of Childcare across all Formal & Informal Employment	• All government offices and formal private enterprises have childcare facilities;	MoWCA
A.2b.3	Maternal health care	• Continue and prepare expansion plan	Ministry of Health and Family Welfare (MoHFW)
A.2b.4	Training programme	• Continue training under VGD	MoWCA
A.3	Comprehensive Pension System for the Elderly		
A.3.1	Old Age Allowance (age 60 +)	• Expand the Old Age Allowance programme	MoSW
A.3.2	Government Service Pension	• Submit detailed implementation plan to Cabinet	Financial Institutions Division (FID)/ Finance Division (FD)
A.3.3	The National Social Insurance Scheme (NSIS)	• Initiate study to determine the viability of a NSIS; • Recommend options for a NSIS	Financial Institutions Division/ FD
A.3.4	Private Voluntary Pensions	• Initiate study to determine the viability of a Pension Regulatory Authority	Financial Institutions Division/FD
A.4	Programmes for People with disabilities		
A.4.1	Strengthening the System of Social Security for People with disability	• Submit detailed implementation plan for the Child Dependency Benefit and the Working Age Disability Benefit to Cabinet; • Implement programme	MoSW
A.5	Programmes for Urban Poor		
A.5.1	Strengthening the Social Security System for the Urban Poor	• Ensure urban poor households have similar access as rural poor households	Concerned line Ministries/ LGD/ Finance Division
A.6	Programmes for Food Security		
A.6.1	Consolidate and Reform Food Security Type Programmes	• Consolidate food transfer programmes; • Coordinate with food stocking policy; • Food distribution for disaster relief to continue as a disaster relief programme	Ministry of Food / MoDMR
A.7	Programme Consolidation		
A.7.1	Consolidate small schemes	• Retain schemes that are innovative and can be scaled up	Line Ministries/ GED

2.2 Institutional Reforms

Table 2.2: Institutional Reform in 2016 up to 2021

Proposed Reform		Action Plan	Ministry/ Division
B.1	Two-Phase Reforms		
B.1.a	CMC led Cluster Coordination Approach of Implementing Ministries	• Introduce Cluster Approach to Ministries' SSP implementation; • Review efficiency and effectiveness of the cluster approach and CMC will ensure coordination and supervision of programmes (till 2025)	Cabinet Division General Economics Division (GED)
B.1.b	Ministry of Social Welfare to implement Lifecycle Programmes and Coordinate with SSPs	• Strengthened and reformed Department of Social Services under Ministry of Social Welfare (from 2026 onwards) • Take preparatory measures from now onward.	Ministry of Social Welfare Line Ministries
B.2	Establish a Single Registry Management Information System	• Commission a review of MISs across all Social Security schemes, December 2014; • Establish a Single Registry on a pilot basis within SID; •Establish nationwide Single Registry	Statistics and Informatics Division (SID)
B.3	Strengthen Government to Person (G2P) Payment Systems that Promote Financial Inclusivity	• Initiate comprehensive review of current G2P system; •Initiate implementation of findings	Finance Division/ FID / other Ministries
B.4	Strength Processes for Selecting Recipients of Social Security Schemes	• Review of selection criteria for all programmes; • Implement recommendations; • Combine PMT with use of LGIs and NGOs in identifying beneficiaries	SID / GED / IMED/ MoDMR/ Line Ministries
B.5	Establish a Complaints and Grievance Mechanism	• Commission study to design the mechanism; Initiate implementation	Cabinet Division/ GED / LGD
B.6	Establish a Results Based Monitoring & Evaluation System	• Assign M&E responsibilities; Establish task force to develop M&E framework; Implement task-force recommendations	Cabinet Division / GED / IMED

The NSSS outlined the areas of service delivery reform in social security system and instructed the role of ministries and divisions that are implementing schemes. It recognizes that a single ministry or division may implement a scheme, but others have a cross-cutting role. Based upon this idea, the CMC on Social Security Programmes has formed five thematic clusters: Social Allowance, Food Security and Disaster Assistance, Social Insurance, Labour/Livelihood Interventions, and Human Development & Social Empowerment. Each and every cluster has a coordination ministry or division, and the rest are the members. According to the NSSS, thematic clusters are the forum for intra- and inter-cluster coordination in service delivery.

3.   Gender focus in NSSS Action Plan During 2016 up to 2021

In a diagnostic study carried out by the SSPS Programme it was found that women and men are not only affected by the same social and economic risks differently, but women also face different types of risks and vulnerabilities. Women face additional disadvantages due to gender based discrimination and deprivation. Gender alone does not lead to social marginalisation; rather it is the subordination of women and girls based on gender norms, women's low educational and economic accomplishment, weak bargaining capacity, discriminatory legal provisions, economic and other group-based inequalities that together work to deepen the nature of disadvantage faced by women and girls.

The norms and practices which impede women and girls are as follows: gender roles and division of labour, seclusion and lack of mobility, early marriage girls and child pregnancy, gender based violence including for dowry, emergence of female headed households, drudgery of unpaid household work, preference for sons, unequal legal rights and harmful social practices, etc.

Working women face additional disadvantages due to gender discrimination. Female labour force participation is low – at 36 per cent – compared to 83 per cent for men. This may reflect traditional attitudes to women and their weak bargaining power within households. Wages for female workers are also low, and they can earn up to 60 per cent less than men for the same work.

Other notable difficulties suffered by women are due to widowhood and separation. According to available data from the Bangladesh Bureau of Statistics, widowed, divorced and abandoned women constitute about 11.3 per cent of all married women in the country. In the eyes of society, a widow is often treated as a burden and is therefore neglected; a widow is seen to have lost her honour in the family and society, particularly in the poor community.

As a part of Social Development Framework (SDF), the NSSS puts much emphasis on the issue of women and gender empowerment with the objective of achieving better equity and social justice. Therefore, it recommends comprehensive measures to be taken for tackling all gender related socio-economic discrimination.

The NSSS assumes that the social effects of the social security programme for the women would increase self-esteem, confidence and voice among beneficiaries and enhance empowerment of women. They will have a greater voice in decision making in the family, as well as the society. Such programmes are likely to bring about transformation in traditional social gender norms and attitudes, while reducing gender gap in educational investment of children.

3.1 Gender based Social Security Programmes

About 27 social security programmes in the budget of 2016-17 have primary focus on women, directly or indirectly. Of the 10 largest programmes, VGD is the lone programme specifically targeting women; the others are relatively small. Programmes target women with a generalized notion of women forming the poorest segment of the population and also admitting that they have fewer opportunities. Existing programmes cover a large number of women, providing consumption and income generation support; they buttress promotion of gender equality in education, employment, income and health. Most programmes do not have the specific goal of women's empowerment, but many have had intended and unintended positive effects on women

3.2 Gender Responsive Social Security

The need to address women and girls at various ages has been considered in the NSSS and women have been identified as a group with specific needs. The NSSS encourages transformative social security by promoting social empowerment of disadvantaged groups including women. However, the NSSS does not elaborate further on this but leaves it to a separate strategy for gender focussed social security to formulate specific measures. Hence the gender diagnostic study was undertaken, which recommends additional gender empowering components in social security programmes and their delivery system.

The study suggests that in addition to human capital and productive capital development for women, social capital and sense of self-respect should be enhanced. Towards that end motivational activities and

awareness building at the household and community level along with congenial legal framework would be useful as is explained below.

Figure: 3.1
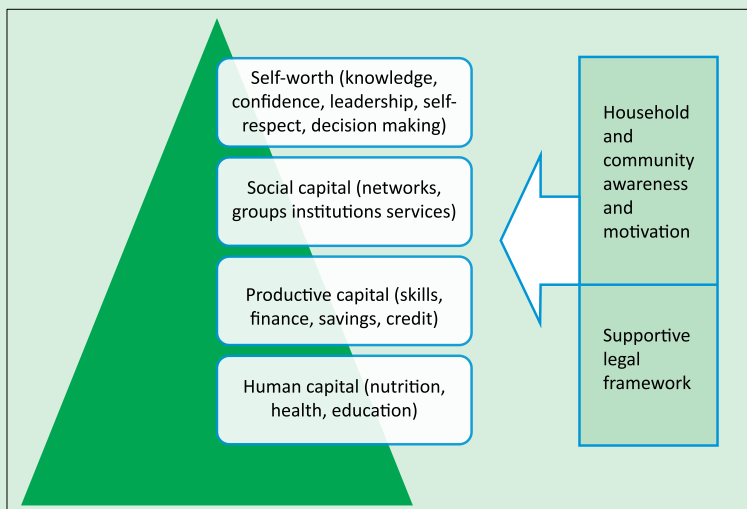
The study also suggests that there is a need to explicitly address the origins of gender discrimination and facilitate women's empowerment as an outcome of social security programmes. Some of the other important activities suggested in the study are more proactive initiatives in protecting women from abuse and violence, preventing harmful practices. In short, social security aiming at gender equality needs multi-dimensional initiatives and cannot be achieved by only pursuing economic gains for women. The findings of the said gender diagnostic study are yet to be reviewed and validated by stakeholders. It is expected that the diagnostic studies will be a precursor to formulating a gender focused social security strategy.

3.3 Gender Focused Actions

Based on the policy guidelines of the NSSS and pursuant to a series of action plan workshops the NSSS Action Plan incorporates the following activities to address gender issues in social security. These actions are exclusively related with social security of women and girls; but there are other programmes which deal with both genders with embedded principles of ensuring gender equality in delivery system.

Table 3.1: Gender Focused Action Plans

No	Objectives	Activities	Performance Indicators	Timeframe	Responsible Ministry	Shared Responsibility
1.	Strengthen Support for Vulnerable Women	Increase coverage by 10% every year Strengthen Support for Vulnerable Women	Coverage increased	Annually for next five years	Ministry of Social Welfare	Finance Division
		Introduce Vulnerable Women Benefit programme IVulnerable Women Benefit programme	Concept note developed Piloted in some Upazilas Programme rolled out nationally	July 2017 July 2018 July 2019	Ministry of Social Welfare	Ministry of Women and Children Affairs
2	Introduce Child Benefit Programme (allowances to be disbursed to female parents preferentially) preferentially) Programme	Design a project or programme (with plan for costing, manpower, delivery/ operation and coordination mechanism)	Project/ programme approved	December 2017	Ministry of Women and Children Affairs (MoWCA)	Finance Division
		Implement a pilot programme	Pilot programme implemented	July 2018		
		Implement Child Benefit Programme	Programme introduced	July 2019		
3	Introduce Vulnerable Women's Benefit programme	Prepare implementation plan and submit to Cabinet Division	Plan submitted	July 2017	MoWCA	Ministry of Food
4	Workplace Childcare Services	Survey on the status of implementation	Survey conducted	January 2018	MoWCA	Ministry of Labour and Employment
		Create awareness among organizations	Awareness programmes organized	March 2018	MoWCA	Ministry of Labour and Employment
5	Child Maintenance Payments	Conduct study on the present pattern of support for children	Study report submitted to Cabinet Division	July 2018	MoWCA	Ministry of Social Welfare
		Formulate a policy on child maintenance payments	The policy is approved by Cabinet	July 2019	MoWCA	Ministry of Social Welfare
		Implement the Policy	Policy implemented	June 2020	MoWCA	

No	Objectives	Activities	Performance Indicators	Timeframe	Responsible Ministry	Shared Responsibility
6	**Maternal Health Care**	Make a need assessment for additional coverage	Study report submitted to Cabinet Division	June , 2018	Ministry of Health and Family Welfare	Ministry of Women and Children Affairs
		Continue increase of coverage by 10%	Number of beneficiaries increased	July 2017 (continue next five years)		
		Coordinate similar programmes by other ministries	Consultations held regularly	December 2017		
7	**Maternity Insurance**	Coordinate with FID to incorporate maternity insurance in the NSIS	Information supplied	September 2017	Ministry of Health and Family Welfare	FID
8	**Scale up SWAPNO (Strengthening Women's Ability for Productive New Opportunities) Project**	Introduce the project in 200 Upazilas	Number of Upazilas of SWAPNO project extended	July 2017	LGD	Finance Division, UNDP
9	**Scale up 'One House - One Farm' programme**	Increase coverage of the programme by 15% every year	Coverage increased	Continuous (up to 2020)	Rural Development and Cooperatives Division (RD&CD)	Finance Division
10	**Strengthen social allowance (financial support/ assistance/ benefits) for the migrant workers and their family members *(particularly women)***	Increase the number of social allowance programmes for the migrant workers and their family members	Number of programmes Increased number of beneficiaries	Continuous	Ministry of Expatriates' Welfare and Overseas Employment	
11	**Skill development programme for young men and women**	Increase training programmes for youth	Training of young men increased	Continuous	MoLE	MoY&S; MoE; MoEWOE
			Training of young women increased	Continuous		

4.   Social Security Spending

The number of social security programmes in Bangladesh have continued to be increased over the last decades. Lately, with the spirit of programme consolidation as suggested in the NSSS, the number of social security programmes have been reduced. In the beginning of the NSSS-reform, the total number of social security programmes was 145 in 2015, which came down to 142 in 2016, and further reduced to 136 in 2017 and to 118 in current fiscal year (Annexure - B). Even though the number of social security programmes has been falling lately, the budget allocation for social security has shown a trend of gradual rise in total amount. The allocation has been around 2 per cent of GDP and around 13 per cent of the national budget in past ten years. The yearly allocation is shown in the following graph:

Figure 4.1: Social Security Spending (FY 2008-09 up to 2017-18)

Budget Allocation (in Cr Tk)
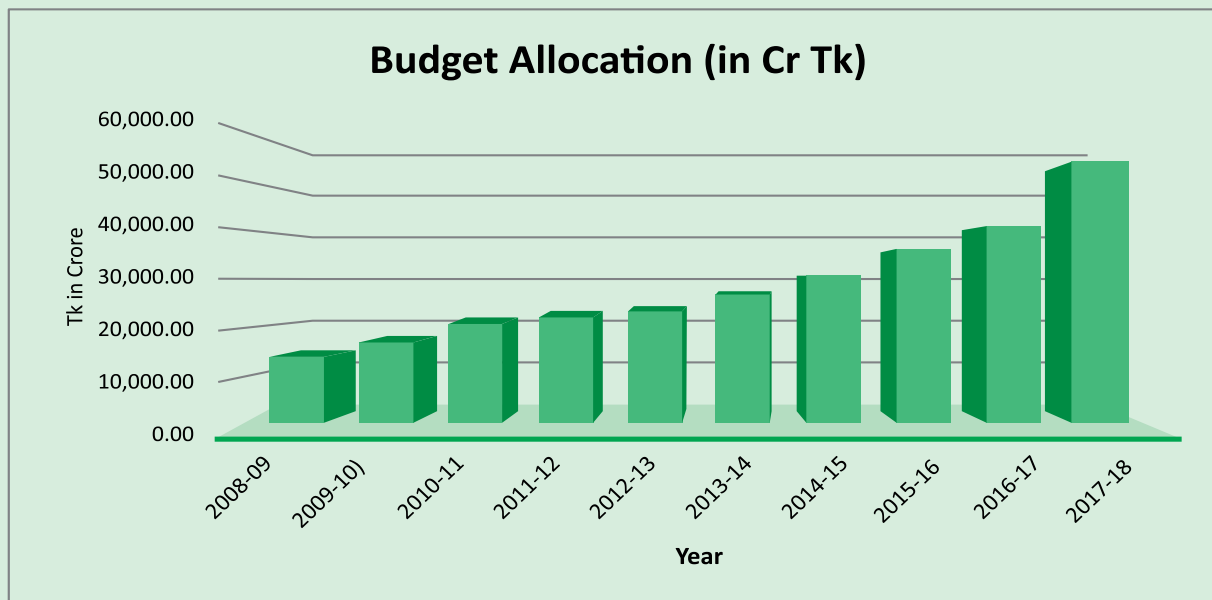
4.1 Ministry-wise Allocation

As shown in the following table, the highest share of social security allocation goes to the Finance Division, followed by the Ministry of Disaster Management and Relief. In 2017-18, the allocation for Finance Division is Tk. 23,688 crore, which is around 43% of the total outlay in the sector. The allocation for Ministry of Disaster Management and Relief is Tk. 7,108 crore. The Ministry of Social Welfare is given the third highest share, amounting to Tk. 4,077 crore, which has been raised around four times from fiscal year 2008-09, contrasting with an increase of only 77% for Ministry of Disaster Management and Relief over the same period. It is notable that in 2017-18, the top five ministries spend more than 75% of the total allocation, while the top 10 ministries spend more than 94% of the budget. The spending of other 14 ministries remains well below 6%.

Table 4.1: Ministry-wise Budget Allocation on Social Security Programmes (2008-09 up to 2017-18)

(Taka in crore)

Ministry/ Division	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Total Prime Minister Office	103.49	32.68	170.05	145	120.1	181	216	230	280	322
Cabinet Division	-	-	-	-	-	-	-	10.59	11.5	10.8
Ministry of Social Welfare	1,030.48	1,337.40	1,444.73	1,486.56	1,486.03	1,726.80	2,358.67	2,772.06	3,547.89	4,077.49

Ministry/Division	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Ministry of Women and Children Affairs	819.51	735.55	857.58	920.37	1,041.56	1,099.97	1,185.40	1,330.98	1,710.60	2,208.17
Ministry of Liberation War Affairs	153.72	299.56	470.07	466.73	683.62	901.15	1,426.87	2,230.35	2,610.71	3,556.61
Ministry of Disaster Management and Relief	4,762.63	4,513.20	5,587.38	5,218.36	5,680.91	5,686.93	5,415.75	6,335.57	6,786.11	7,108.24
Ministry of Cultural Affairs	0.71	0.8	1.5	2	2.5	2.5	3.11	4.5	-	-
Finance Division	4,101.60	5,335.95	5,516.45	6,637.25	6,735.24	8,184.15	10,052.06	12,271.48	13,892.85	23,688.37
Ministry of Youth and Sports	-	36.39	200	294.74	320.82	251.79	274.2	151.95	280	620
Ministry of Water Resources	7	83.75	170.52	131.52	-	75	130.85	175.5	158	93.74
Ministry of Law, Justice and Parliamentary Affairs	-	-	24.01	15.17	-	4.89	6	8.53	11.55	12.7
Ministry of Food	600.47	1,071.96	2,207.50	1,758.00	1,758.00	1,565.00	1,340.00	864.6	2,639.04	3,381.59
Ministry of Chittagong Hill Tracts Affairs	220.71	177.45	223.63	234.33	242.32	266.7	240.6	244.77	255.79	265.1
Ministry of Primary and Mass Education	648.52	837.5	1,150.96	1,410.58	1,701.23	1,517.34	1,560.33	2,055.50	2,105.10	1,052.93
Ministry of Education	331.61	478.79	672.89	640.3	650.96	428	555.5	1,532.60	1,701.04	1,651.26
Ministry of Health and Family Welfare	179	324.9	513.2	636.87	608.23	1,678.07	2,140.20	2,103.13	1,223.20	2,601.51
Local Government Division	254.58	276.83	280.69	318.39	623.13	1,289.84	1,921.88	2,007.44	1,989.47	1,747.00
Rural Development and Cooperative Division	241.73	239.43	340.14	595.32	707.76	943.66	1,090.82	848.87	904.97	1,021.15
Ministry of Agriculture	30.25	63.11	189.48	136.16	117.66	216.24	119.96	312.13	208.19	278.6
Ministry of Industries	-	-	-	-	1.3	150	41.89	41.34	21.97	12.47
Ministry of Fisheries and Livestock	-	66.18	98.59	167.42	106.28	51.41	128.82	67.92	63.14	42.47
Ministry of Environment and Forest	300	703.89	715.21	724.12	449	259.45	295.15	220.16	197.88	102.49
Ministry of Land	59.26	85.49	58.94	36.04	60.87	35.86	9.96	20	90.19	231.52
Ministry of Labour and Employment	-	-	-	-	-	131.45	117.31	134.43	137.19	38.76
Total	**13,845.27**	**16,705.81**	**20,893.52**	**21,975.23**	**23,097.52**	**26,654.01**	**30,635.52**	**35,975.05**	**40,856.38**	**54, 177.20**

4.2 Lifecycle-based Allocation

The total allocation for social security has been disaggregated in terms of lifecycle stages. It is found that the highest share is allocated for old age people, amounting to 24 thousand crore which is equivalent to 45% of the total allocation. In contrast, the lowest allocation goes to pregnancy and childhood stages in FY 2017-18. Until the present year, the allocation for pregnancy and early childhood is very low, though the NSSS suggests that the allocation for early childhood should be raised considerably. The child benefit scheme as proposed in NSSS will significantly increase spending on early childhood.

Figure 4.2: Lifecycle Based Social Security Allocation (2017-18)

Lifecycle Based Allocation (in Cr TK)

- Pregnancy and Childhood, 1320.05, 3%
- School Age Children, 2860.96, 5%
- Working Age, 6499.07, 12%
- Covariate Shocks, 15628.75, 29%
- Working Age, Women, 3392.84, 6%
- Old Age, 24504.22, 45%
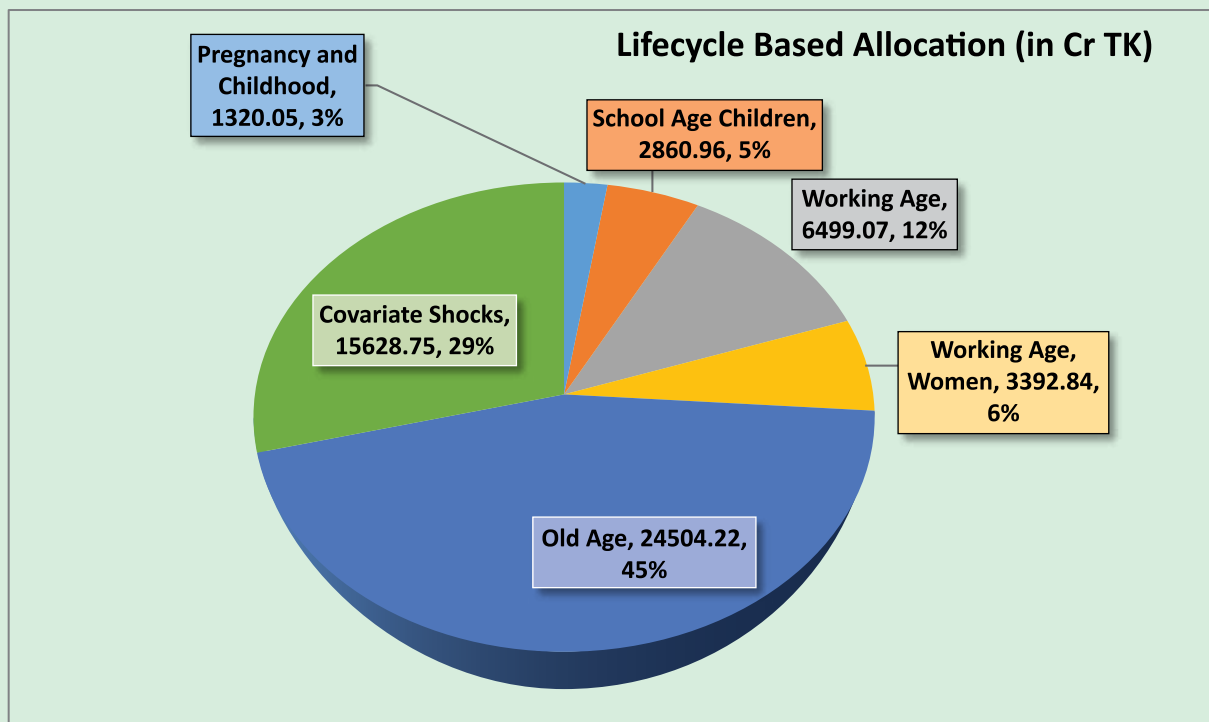
4.3 Thematic Cluster Based Allocation

Total social security spending disaggregated in terms of thematic clusters is shown in the graph below. The highest allocation goes to the social insurance cluster, amounting to Tk. 22,653 crore which is 42% of the total allocation FY 2017-18. The NSSS suggests contributory social insurance, which will reduce proportion of spending for this cluster. The savings from introducing social insurance can be allocated to the other thematic clusters.

Figure 4.3: Thematic Cluster-wise Distribution of Allocation on Social Security Programmes, 2017-18

Thematic Cluster wise Distribution of Allocation
2017-18 (in Cr Tk)

- Human Dev & Social Empowerment, 10536.01, 19%
- Labour/Livelihood Interventions, 5940.57, 11%
- Social Allowance 7549.36, 14%
- Food Security & Disaster Respponse, 7526.73, 14%
- Social Insurance, 22653.22, 42%
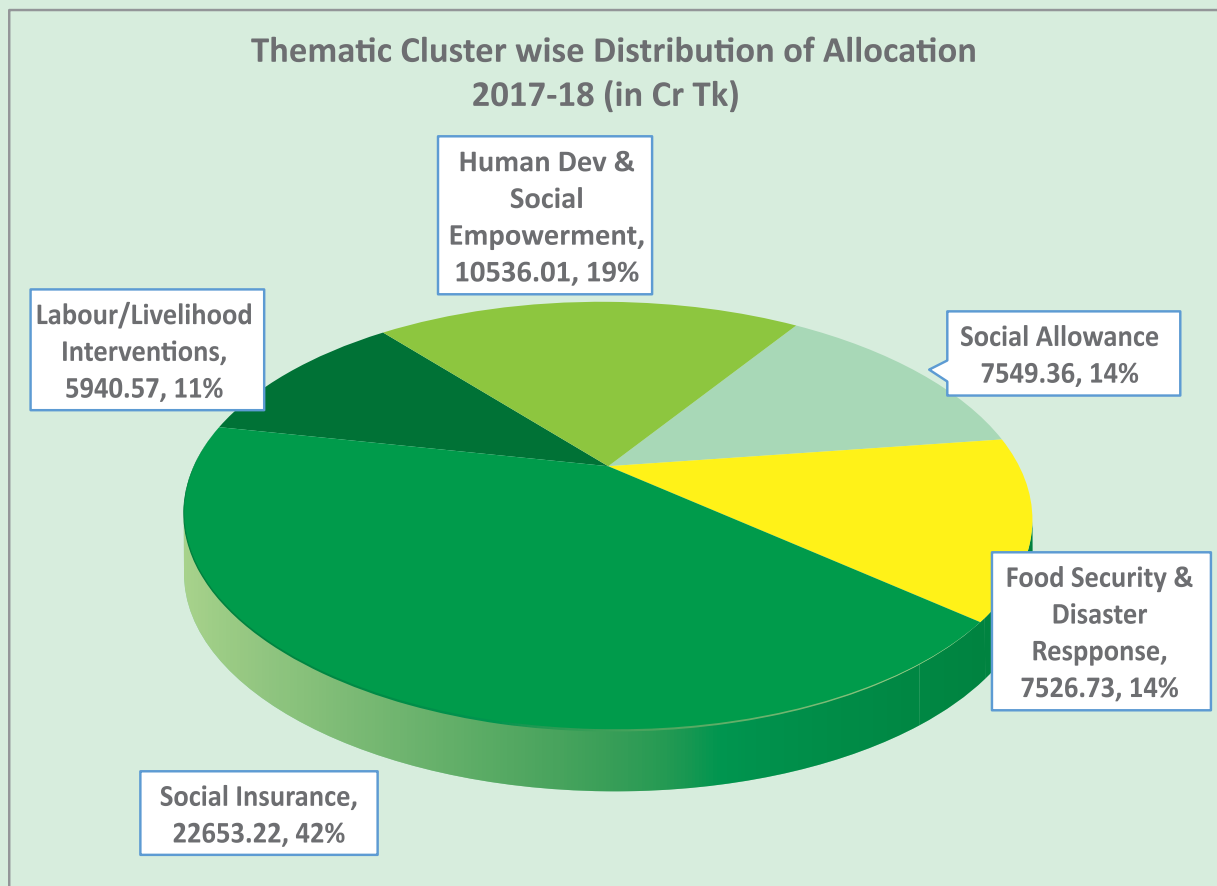
The distribution of social security allocations over the lifecycle stages, as well as the thematic clusters, suggests that they should be adjusted to make them consistent with the spirit of the NSSS. Therefore, one of the main objectives of the NSSS Action Plan is to rationalize the distribution of the allocation to all the lifecycle stages, as well as the thematic clusters.

4.4 Costing of Reformed Programmes for 2016 up to 2021

Estimated costing for each individual activity along with probable source of funds is usually an essential part of an action plan, to make it pragmatic. The NSSS itself provides some indicative costing of implementing reformed social security programmes in the mid-term. It is assumed that the detailed and more specific costing of different programmes will be worked out during the formulation of specific social security actions in consultation with the concerned ministries/divisions. In the presence of relevant ministries/divisions, the action plan preparation sub-committee has carried out costing exercises. The sub-committee has recognized that essentially, this costing is indicative in the sense that constraints and priorities of the budgetary process would dictate the exact amount of allocation for social security programmes.

Therefore, the action plan for 2016 up to 2021 has incorporated costing of the different reform activities in the action plan of different ministries. The following the action plan provides an overall picture of indicative costing of NSSS reforms and the relevant policies of the government.

Bangladesh has put top priority to Social Security and this is manifested in a rising share of Social Security both as a share of GDP and as a share of total budget. The allocation for Social Security Programmes increased from 1.3 per cent of GDP in 1998 to 2.44 per cent in FY 2017-18, which stands at around Tk. 54 thousand crore. The Social Security spending of the Government amounted to around 2.3 per cent of GDP during the last FY 2016-17.

In the seventh Five-Year Plan, the Government's target is to reach a spending of 2.3% of GDP by the end

of the Plan. But already the Government could exceed the targeted budget in this sector as share of GDP. This higher level of spending target may be regarded as a reflection of the Government's commitment to Social Security. Although this level of funding is modest by international standards, when measured against the Government's tight budget situation, this represents a substantial commitment, accounting for 13 per cent of total Government spending in FY 2017-18.

The financing assumption of NSSS is based on keeping the spending on Social Security Programmes constant as 2.3 per cent share of GDP. The present social security budgetary position provides a very comfortable space for the implementing ministries as the allocation of fund is already above the estimated range in terms of GDP.

The full financing of the NSSS is based on cost sharing arrangements between the Government and the private sector. The public expenditure-financed component is only one part of the NSSS financing; the other part is private sector based on social insurance and employment based regulations. This important point is illustrated in the following graph:

Figure 4.4: Funding Arrangement
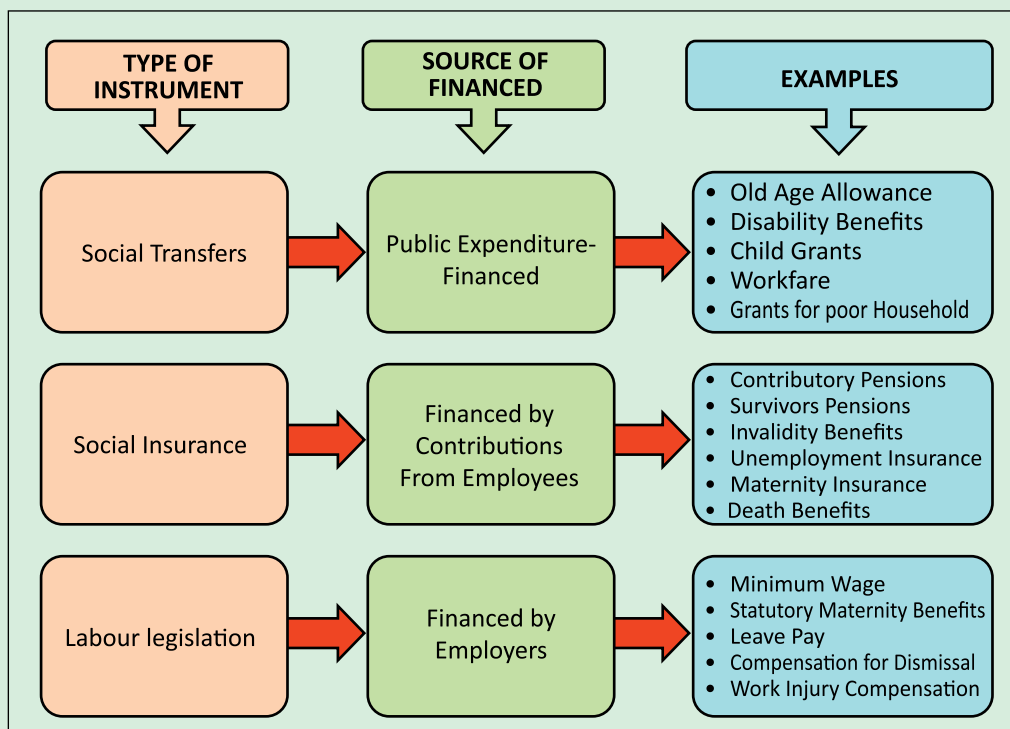
[Source: NSSS, 2015]

The present action plan considers only the public expenditure finance programmes. The social insurance and labour legislation etc. will be financed by the contributions of beneficiaries and the relevant policies will be formulated later in consultation with stakeholders.

In order to implement full-fledged lifecycle based social security, some new programmes need to be introduced while some existing programmes will need to be scaled up. Some programmes will be continued as before as these are already compatible with lifecycle social security system.

4.5 Programme reform during 2016 up to 2021

The NSSS dictates that for addressing emerging shocks and vulnerabilities, line ministries and divisions concerned, based on allocation of business, will design and implement new innovative social security programmes (SSPs), and coordinate such programmes among themselves. As part of the reform process, the NSSS suggests that the Government would be able to re-examine the benefit levels for possible increases across both lifecycle and others to meet the social security requirements of the poor.

Thus, during the consultative process for preparing the Action Plan, the line ministries and divisions have come up with three different results: (i) some new innovative social security programmes have been suggested; and (ii) some lifecycle focused social security programmes have been proposed to be scaled up with renewed budgetary requirement, and (iii) the rest of the social security programmes will be continued as before. In the second phase, the proposal for adding new programmes, scaling up programmes in terms of costing, and continuing of others have been discussed in the cluster-meetings for strengthening coordination among line ministries and divisions. After that, the proposal has been placed to the CMC, and through a process of detailed discussions, the CMC has approved the proposals.

4.5.1 New Programmes

As parts of the social security reform process, the NSSS proposes to introduce a number of new programmes like Child Benefit Schemes (CBS), National Social Insurance Scheme (NSIS) and private pension. Of these, for FY 2015-16 up to FY 2020-21, only the implementation of the CBS programme by MoWCA requires a considerable amount of public investment. This programme has been viewed in the NSSS as a ground-breaking programme since it has the advantage of installing nutrition-sensitivity required for the development of the children in Bangladesh. The indicative cost for introducing the CBS programme is around Tk. 45 billion per year during its implementation from 2015-16 up to 2020-21. It is decided that a detailed study on the design of the NSIS, and on organizational development and system installation will be carried out during the mid-term. Based upon the finding of the study, later on, the NSIS will be implemented with the participation of the private sector. The formulation of child maintenance policy has been viewed as an important activity that will be borne from regular administrative allocation of the relevant ministry. It may cost less than Tk. 5 crore for holding stakeholder consultation and exposure visit to explore best practice in this regard.

Table 4.2: New Social Security Programmes Proposed in the Action Plan (2016 up to 2021)

Programmes	Lifecycle	Cluster	Timeframe	Implementing Ministry	Coordination and Consolidation	Costing
Child benefit scheme (0-4 yrs.)	Early Childhood	Social Allowance	2019	MoWCA	MOSW	Tk. 500/ month for 75 lakh children (Tk. 4500 crore/yr.)
National Social Insurance Scheme (NSIS)	Working Age,	Social Insurance	2021	FID, Health, Labour, FD	FID	Mostly contributory Tk. 200 crore (estimated) as initial establishment cost starting fund
Unemployment, accident, sickness and maternity insurance under NSIS	Working Age, Women, Old age	Social Insurance	2021	FID, Health, Labour etc.	FID	Contributory
Private voluntary pension	Working Age, Women, Old age	Social Insurance	2019	FD	FID	Contributory

Programmes	Lifecycle	Cluster	Timeframe	Implementing Ministry	Coordination and Consolidation	Costing
Formulation of policy for maintenance of abandoned children	Early childhood, School age	Human Development	2020	MoWCA	MoPME	Administrative cost only

4.5.2   Programmes for Scale-up

The NSSS requires that the social security programmes will be consolidated around lifecycle framework. It is observed that the existing programmes can be continued by increasing the coverage in terms of number of targeted beneficiaries to be addressed and by raising the budget for running the programmes. Also, scale up will be achieved in terms of extending geographic coverage. For example, some rural programmes will be extended to urban areas and vice versa. Beneficiaries of these types of programmes will almost be doubled as the criterion for beneficiary selection has been set as earning below 1.25 times of the poverty line. These categories of people are called near poor and combined with the poor people the number of eligible candidates will be twice as large as before.

Some social security programmes will have qualitative change in terms of governance improvement or reform in service delivery mechanism. These programmes are dispersed among different ministries or agencies. These will be consolidated and brought under a single umbrella. Converting food transfer programmes to cash transfer, wherever deems fit, has also been considered in the category of reform in service delivery system. Such types of coordination reform will not involve significant cost; rather the consolidation will save some overhead cost. Once again, the costs are indicative in nature. The programmes which are planned to be scaled up are as follows:

Table 4.3: Social Security Programmes for Scaling-up in the Action Plan (2015-16 up to 2020-21)

Programmes	Lifecycle	Cluster	Timeframe	Implementing Ministry	Coordination & Consolidation	Costing	Comment
Primary school stipend	School Age	HD		MoPME	MoPME	Present Allocation Tk. 1400 Cr. Total Requirement Tk. 4689 Cr Additional fund needed Tk. 3289 Cr.	
Secondary education stipend	School Age	HD		MoE	MoPME	Present Allocation Tk. 400 Cr Tk. 1800 Cr Additional fund required Tk. 1400 Cr	

Programmes	Lifecycle	Cluster	Timeframe	Implementing Ministry	Coordination & Consolidation	Costing	Comment
Immunization, child healthcare, nutrition, water and sanitation	Early Childhood, Covariate	HD		MoHFP	MoPME	As before	
Strengthen education and training	School Age, Youth	HD		MoE, MoPME, MoYS etc.	MoPME	As before	
Strengthen workfare programmes	Working Age	Labour/ livelihood Intervention		LGD, MoDMR	MoDMR	As before	
Strengthen and consolidate VWB programme on cash basis	Working Age (women)	HD		MoSW, MoWCA	MoSW	As before	Dispersed programmes will be consolidated and food transfer will be replaced by cash
Childcare across formal and informal employment	Working Age (women), Children	HD		MoSW, MoWCA, MoLE	MoWCA	Mostly involves administrative costs on part of Govt. The main cost is supposed to be borne by concerned private organizations/ businesses.	
Old age allowance	Old age	Social allowance		MoSW	MoSW	Present Allocation Tk. 2100 Cr Total Requirement Tk. 3900 Cr Additional fund needed Tk. 1800 Cr	
Strengthening programmes for people with disability	Covariate	Social Allowance		MoSW	MoSW	Present Allocation Tk. 693 Cr Total Requirement Tk. 1200 Cr Additional fund needed Tk. 507 Cr	

4.5.3 Programmes to be Continued as Before

There are some existing programmes of social security which amply address the corresponding lifecycle risks, as identified in the NSSS, will be continued as before without any remarkable change. These programmes will incur no additional costs on part of the budget. Such programmes are as follows:

Table 4.4: Social Security Programmes to be Continued in the Action Plan (2015-16 up to 2020-21)

Programmes	Lifecycle	Cluster	Timeframe	Implementing Ministry	Coordination & Consolidation	Costing
Orphan's programme	Children, School Age	HD		MoSW	MoSW	As before
School meals programme	School Age	HD		MoE, MoPME	MoPME	Do
Maternal health care	Children, Working Age (Women)	HD		MoHFP	MoPME	Do
Training programme (for women)	Working age (Women)	HD		MoWCA	MoPME	Do
Government service pension	Old Age	Social Insurance		FD	FD	Do

4.5.4   Institutional Reforms

In addition to programme reforms there are some provisions of institutional reform for enhancing good governance in service delivery and overall management of the social security programmes. A list of such reform activities is given in the Table 4.6. Some of these activities will be implemented by one central authority while some by the line ministries. For example, each of the line ministries will develop their digital Management Information System (MIS) and another ministry (in this case, Cabinet Division or Finance Division) will set up a central server with appropriate software to pull together MISs of the various programmes into a single registry MIS. The central establishment of such a single registry will require separate investment, while the implementing ministries will have their separate costs for digitized MIS. In spite of such complexity, here are estimated indicative costs for each of the activities involving the central authorities.

Table 4.5: Social Security Programmes for Institutional Reform in the Action Plan (2015-16 up to 2020-21)

Programmes	Lifecycle	Cluster	Timeframe	Implementing Ministry	Coordination & Consolidation	Costing
Ensure fair targeting on the basis of PMT of beneficiaries	Cross cutting	Cross cutting		All line ministries	SID, CD	Tk. 200 Cr
Grievance Redress System	Cross cutting	Cross cutting		All line ministries	CD	Tk. 20 Cr
Develop single registry MIS	Cross cutting	Cross cutting		All line ministries	CD, GED, FD	Tk. 20 Cr
Government to Person (G2P) transfer of benefits	Cross cutting	Cross cutting		FID, FD	FD	Tk. 10 Cr
Introduce results based M&E	Cross cutting	Cross cutting		All line ministries	CD, GED, FD, IMED	Tk. 10 Cr

4.5.5   Required Additional Funds

The required additional costing for reformed programmes is shown in the following table:

Table 4.6: Costing of Social Security Programmes Proposed in the Action Plan (2015-16 up to 2020-21)

(Taka in Crore)

Types of Programmes	Present Spending	Projected Spending	Additional Cost
New programmes	-	4700	4,700
Programmes for scale-up	4,593	11,589	6,996
Programmes to be Continued as before	-	-	-
Institutional Reforms	-	260	260
Total Additional Costs	-	-	11,956

The table above shows that the reformed social security programmes may cost Tk. 11,956 crore annually. It is to be mentioned that in the passage of time, some of the smaller programmes will be consolidated with similar types of programmes and some will be discontinued. Some money may be saved during the consolidation process. But this saving will not be significant because the one hundred small programmes have a share of less than 10% of social security budget, which will amount to roughly Tk. 5,400 crore. If 40% of these small programmes can be terminated, there will be saving of around Tk. 2,000 crore. Therefore, adjusting the saving from the consolidation process, the government will need roughly Tk. 10,000 crore for implementation of the NSSS action plan.

Without adjusting inflation, the projected total additional cost of Taka 11,956 crore will be required when the reformed programmes are gradually enhanced up to the planned level (in FY 2021-22). This allocation will not be required immediately from the next year. As is reflected in the action plans of the ministries, the new as well as scalable programmes may not entail more than a quarter of the projected additional budget requirement of Tk 11,956 next year. In other words, the NSSS reform programmes may need around Taka 3,000 to 4,000 crore annually for the next four to five years subject to no change in the rates. In case, the rates of allowances are increased further, then additional costs per year will be incurred proportionately.

The budget layout for social security is around Tk. 54,000 crore in the fiscal year 2017-18, which was only Tk. 45,000 crore in the previous year, with an increase of around 20 per cent. If current trend continues at same level, the projected allocation for social security would have an annual increase of Tk. 10,800 crore in the FY 2018-19. The previous increased trends in social security suggest that the estimated annual increase of additional Taka 3,000 to 4,000 per annum may not appear as a significant burden on the national budget. Therefore, it can be argued that the NSSS Action Plan is implementable without significant incident on the national budget.

5.   Monitoring and Evaluation Framework

Monitoring is concerned with systematic collection and analysis of information which is continuously used to make minor adjustment in the programme to keep it on track towards the goal. Evaluation looks at what objectives were planned, what was accomplished, and how it was accomplished; information is used to inform policy changes, strategies, and future interventions.

The Government of Bangladesh has recently introduced Annual Performance Agreement (APA) across the public sectors in order to establish a culture of enhanced productivity and accountability. The APA is based on the broader framework of Management by Objective (MBO) model of results based performance management system. The APA has a mechanism of identifying the low performing sectors and programmes which are incompatible with national goals. Such poorly performing programmes will either be reformed for optimal output and impacts or will be replaced by better ones or will be simply discontinued.

Social security programmes constitute an important part of objectives and activities of around 25 line ministries. As such, these programmes are, by default, within the massive M&E of APA. Moreover, the NSSS action plans have also been aligned with the Annual Agreements of line ministries. Therefore, the social security programmes are routinely monitored and evaluated under the APA framework.

In consistence with the APA, the NSSS incorporates a plan for designing a robust system of monitoring the progress and results of social security programmes in order to build accountability and advance desired outcomes of the programmes. From the overall combined scenario of APA and NSSS the clear message emanates that efficacy of social security programmes will not be taken for granted without putting them through results based monitoring and evaluation procedure.

5.1 Existing M&E of SS Programmes

The NSSS finds that there is hardly any formal M&E system for social security programmes at the present time. The existing monitoring system is simply concerned with the progress of each programme in terms of percentage of expenditure of allocated fund. There is no mechanism to systematically evaluate how well the resources allocated to the SSPs are achieving results in terms of reducing poverty at the national level. This is also absent at the individual programme level. Independent impact assessment of a few programmes done at the behest of donors show mixed results of these programmes. Moreover, there is almost no digitized MIS to feed the M&E requirement.

Currently, the IMED is assigned to make impact evaluation for the different programmes, but their scope is limited to the development projects only. However, the SFYP recognizes that "while the IMED plays a useful function in tracking financial and physical implementation of projects, there is a major gap in terms of results-based M&E".

The APA is expected to provide some mechanism for effective M&E of social programmes, but that may not pay minute attention to individual programmes. As a result, in addition to the performance assessment system of APA, there is required to establish a mechanism for specifically monitor and evaluate the social security programmes against the yardstick of NSSS vision and mission.

5.2 Results-based M&E

The institution of a results-based M&E is a critical recommendation of the NSSS and must be implemented to ensure the achievement of the desired results from a reform of the present Social security system. This will also serve as the basis for performance based budgeting to ministries for their various programmes. The Government has emphasized that an effective result based M&E system is essential to monitor the implementation of the SFYP and associated sectorial strategies, which would include the NSSS.

Systems for the M&E of Social security systems should serve three major types of objectives:

- **Strategic objectives** – is the NSSS achieving its goals to reduce poverty & inequality and contribute in improving human development and inclusive economic growth?
- **Operational objectives** – how can managers improve efficiency and effectiveness of the SSPs?
- **Learning objectives** – what can be learned from the implementation of the NSSS?

The NSSS recommends preparing a results framework using a matrix of specific indicators and evaluating the entire NSSS in a holistic approach. Annual reports will be prepared for the CMC on the M&E framework based performance of the NSSS. The reports will be submitted to the CMC and the concerned Parliamentary Standing Committee on the types of actions taken to respond to the findings of the evaluation reports.

The NSSS also suggests that a task force will be formed comprising representatives of GED, IMED, SID and Finance Division of the Ministry of Finance. The task force will prepare process and procedure for performance based monitoring of SSPs and recommend indicators that can be used for designing any new programmes and also performance based budgeting.

5.3 Way Forward

As per the policy guidelines of the NSSS, there will be a continuous process of M&E established to improve delivery processes, document results, inform policy makers, and mobilize political support. Towards that end, the following measures will be taken:

Monitoring:

- Number of clients served
- Number of benefits paid
- Average benefit per recipient
- Actual benefit value as percentage of household or per capita income
- Cost to transfer a unit of value

Evaluation:

- Holistic approach with equal weight to quantitative and qualitative
- To determine from a results-based perspective, if long-term objectives are being met and what impacts occurring in terms of economic, social, educational and nutritional impacts
- Disseminate findings for systematic, informed, and continued improvement of SSPs

5.4 Proposed M&E Framework

The long-term vision and five year strategic objectives will be the major yard stick to evaluate the social security programmes. In spite of overtly impressiveness of any programme, it will not be considered effective without its considerable contribution towards achieving the social security goals. Thus, the NSSS Action Plan would like to recommend the following the M&E framework for different social security programmes. The M&E task force may consider using the following framework:

Figure 5.1: M&E Framework Proposed in the Action Plan

Long Term Vision	Build an inclusive Social Security System for all deserving Bangladeshis that effectively tackles and prevents poverty and inequality and contributes to broader human development, employment and economic growth.						
Five Year Strategic Objective	Reform the national Social Security System by ensuring more efficient and effective use of resources, strengthened delivery systems and progress towards a more inclusive form of Social Security that effectively tackles lifecycle risks, prioritising the poorest and most vulnerable members of society.						
Outcome Level	The Social Security System comprises an efficient and effective programme portfolio.			The Social Security System operates and delivers its programme portfolio through technologically modern means and institutionalizes monitoring and evaluation systems.			All deserving Bangladeshis benefit from an inclusive Social Security System at any age in their lives.
Output Level	All programmes either complement each other or serve a unique purpose and are adequate in value.	Line Ministries and programmes are structurally organized and coordinated by Thematic Clusters.	Social Insurance operates as an emerging component of the Social Security System.	Management Information Systems and evaluations operate as an integral component of the Social Security System.	Digital cash-transfers operate as an integral component of the Social Security System.	The Grievance Redress System operates as an integral component of the Social Security System.	The Social Security System is designed to protect all deserving Bangladeshis from birth to death.	The poorest, vulnerable, and minority group Bangladeshis participate in the Social Security System.

5.5 Core Diagnostic Instrument (CODI) Assessment Matrix

For evaluation of progress of social security programmes an assessment matrix is required. For this purpose, the matrix called Core Diagnostic Instrument (CODI) seems to be very useful. CODI is an assessment tool developed by the Inter Agency Social security Assessments (ISPA) initiative, that helps countries improve their social security system by analysing its strengths and weaknesses and offering options for further action. The CODI tool was developed after detailed discussion and experiment by international experts in this field from World Bank, UNDP, ILO etc. This matrix has been used in many countries as a tool for social security diagnosis. Countries can apply ISPA tools periodically to track performance over time.

CODI is unique in providing a unified framework to carry out a comprehensive assessment of social security system performance, allowing governments to identify duplications, fragmentation, and inefficiencies across schemes and programs. CODI increases coordination among national stakeholders as well as development partners across different sectors.

The CODI has a total of 37 fields under the 10 broader areas for assessment. The ten fields are inclusiveness, adequacy, appropriateness, rights, governance, financial sustainability, coherence,

responsiveness, cost-effective and incentive compatibility. Each field is assessed by a scale from one (latent) to four (advanced). The CODI provides detailed and specific guidelines regarding the scoring. The CODI allows for adjusting or modifying the field specific questions according to the national contexts. The detailed CODI assessment matrix is attached as **Annexure -C.**

A workshop chaired by the Secretary (Coordination and Reforms) of Cabinet Division on 11 April 2017 reviewed the possibility of utilising the CODI framework as a tool for assessing social security programmes in Bangladesh. The participants endorsed that this might be an effective tool in this regard. Also, a primary survey of the existing social security programmes was carried out during the workshop. The results of the assessment may be referred to as the baseline of social security status in the country.

5.6 M&E of NSSS Action Plan

The above M&E framework is purported to monitor and evaluate the efficacy and effectiveness of different social security programmes. However, it is also important to monitor the progress of the implementation of the NSSS action plan itself. With that in view the action plan sub-committee, headed by Secretary, Coordination and Reform of Cabinet Division, formulates the following framework providing specific indicators against each action with a certain timeframe. The framework used in the action plan is as follows.

No.	Objectives	Activities	Performance Indicators	Timeframe	Responsible Ministry	Shared Responsibility

The framework mentions the responsibility of specific ministries about certain activities while also indicating names of other ministries which have supportive roles in implementing them. Thus, the framework ensures share of accountability of each ministry in implementation of the NSSS objectives. The CMC will have to monitor the progress of the NSSS implementation periodically, following this framework.

Part-B

Action Plan of Ministries/Divisions

6. Ministry of Social Welfare

Background

Ministry of Social Welfare is one of the important ministries dealing with social security for the poor and vulnerable people of Bangladesh, being charged with the largest number of programmes. This ministry is implementing programmes like Old Age Allowances, Widow Allowances, Allowances for Persons with Disabilities, grants and aid to acid burnt victims. The Ministry has also multidimensional and intensive programmes for the welfare of the by-passed, disadvantaged segment, unemployed, landless, orphans, distressed, vagrants, homeless, socially, intellectually and physically challenged, neuro-development challenged, poor, helpless patients, children at risk, of both rural and urban areas of the country.

In accordance with Article 15(d) of the Constitution of Bangladesh, Ministry of Social Welfare as well as its attached departments and agencies, are implementing these programmes. All the programmes are related to achieving the targets of Sustainable Development Goals (SDGs), Management of Social Transformation (MoST), Vision 2021 and the Seventh Five-Year Plan.

To be more dynamic, transparent and accountable, the Ministry has taken a development approach instead of a charity approach. Family-centric programmes and pro-people work plans have made the Ministry popular to the people of Bangladesh.

Vision

The ministry has the overall vision of "better life and caring society", which is consistent with the vision of the National Social Security Strategy (NSSS) which provides for establishing inclusive social security for all.

Mission

The mission of the Ministry is "Creating a better life by providing social security, empowerment and development for the poor, vulnerable group of people and persons with disabilities". The Ministry adopts social security as the most important tool for achieving its goals.

Objectives

The strategic objective of the Ministry is to consolidate the major lifecycle programmes, making them more inclusive and efficient.

Challenges

The National Social Security Strategy (NSSS) envisages that the Ministry of Social Welfare will assume the responsibility of leading lifecycle based social security. Thus, the Ministry has a huge responsibility of causing the transition of social security towards that goal. In the short run, the ministry has been assigned with the responsibility of coordinating the thematic cluster on social allowance, while also participating in most of the other clusters as an important member.

Situation Analysis

Programme name	NSSS Provision	Present Situation	Gaps
Old Age Allowance	It will be accessible to all elderly citizens aged above 60 who have income below 1.25 times the upper poverty line. The estimated number of eligible candidates will be around 65 lakh. • Old Age Allowance will be significantly increased. The NSSS suggests an increase of per person benefit from Tk. 300 to Tk. 500 per month. • At age of 90 years, the value of the allowance will be further increased. [Summary, Box 5.1, Para 2.2.6, 4.3.3 of NSSS]	The eligibility age limit is 65 years for male and 62 years for female. Total coverage is 31 lakh recipients (2016-17 FY). In line with the NSSS provision, the old age allowance has been increased from Tk. 300 to Tk. 500 per month. Currently, there is no special allocation for people above 90 years.	Age threshold to be lowered to 60 for both male and female. Number of beneficiaries to be increased by another 35 lakh. Special benefit to be introduced for 90+ people.
Disability Benefits for **a. Children** **b. Working age**	The NSSS proposes disability benefits separately for children and working age people. The disabled people above 60 years will be transitioned to old age allowance. The allowance should be equivalent to Old Age Allowance with additional allowance for medicine. Child Disability Grant will be in addition to proposed Child Benefit. Around 3.5 lakh children are estimated to be eligible for child disability benefit. The victims of autism, cognitive and visual disorder etc. will be included in this category. The NSSS also suggests that there should be disability allowance for severe disability among working age people. Around 11.5 lakh people are estimated to have severe disability. In addition, some 6 per cent of the whole population have different degrees of disability.	Currently, the Ministry of Social Welfare coverage for disability benefits is around 7.5 lakh beneficiaries (2016-17 FY). Also, there are some associated programmes for skill development for the physical and neurological disability. The coverage has increased significantly over the last few years. Preferably, the female caregiver of disabled children should be preferred as the recipients for delivery of the child benefit allowance. Income of the household of the family is considered (yearly Tk. 36,000). Disability information system (DIS) is	Around 4 to 5 lakh additional people need to be brought under disability benefits. Identification of persons with disabilities is important. Detailed guidelines need to be formulated with budget for additional coverage. In addition, it is necessary to define disability certification process for children and adults. The income criteria should be set to the individual income instead of family income.

Programme name	NSSS Provision	Present Situation	Gaps
Disability Benefits for **a. Children** **b. Working age**	Criteria should be set for identifying eligible persons for this benefit. The NSSS suggested the benefit value to be set to Tk. 1,500 per month. For targeting, only the income of the person with disability will be assessed, not income of the whole household. The NSSS encourages complementary programmes for vocational education, enterprise support and anti-discrimination in the job market. [Para 2.2.5, 4.3.4, Figure 2.4, Summary, Box 5.1 of NSSS]	already established in Department of Social Services. This is a continuous process to identify Persons With Disabilities (PWD).	MoSW is to define and create system of monitoring development of children with disabilities, and also to consolidate complementary programmes for vocational education, enterprise support and anti-discrimination in the job market.
Support for Vulnerable Women	The NSSS stipulates ensuring that the most vulnerable women are provided with income security and greater opportunities to engage in the labour market. Such women include widows, divorced, single mothers, etc. Around 10 per cent of the total working age women fall within this category with more than 33 lakh women as eligible for this benefit. The NSSS envisages a consolidated income transfer under a reformed Vulnerable Women's Benefit (VWB) programme.	The Ministry of Social Welfare has allowance programmes for widows and deserted women. 11.5 lakh beneficiaries are covered in 2016-17 FY, while the per person allowance is Tk. 500 per month.	Still two-thirds of vulnerable women are outside this programme. Measures are to be taken to formulate a comprehensive programme to be named as Vulnerable Women's Benefit (VWB). This needs to be coordinated with the Ministry of Women and Children Affairs.
Orphan's Programme	Orphans require special care and additional funding. The Ministry of Social Welfare will continue to provide support to orphans through the on-going programmes to ensure that they receive adequate benefits and support. [Para 2.2.5, 5.2.4 of NSSS]	Currently, the Ministry of Social Welfare has a number of programmes for supporting orphans. The programmes need to be further scaled up.	Programmes for the orphans need to be continued with increased allocation.

Programme name	NSSS Provision	Present Situation	Gaps
Programmes for socially excluded people	The NSSS provides that there should be programmes for socially excluded people like people of ethnic minorities, transgender, tea garden workers, HIV affected people, etc. There should be programmes for socially excluded people such as tea garden workers, bede, transgender, ethnic minorities, acid burnt survivors, beggars, homeless people, etc. [Para 2.3.2, 4.4 of NSSS]	The ministry has some programmes for such marginalized people. But these are not sufficient in terms of number of beneficiaries and rate of benefits.	The programmes need to be scaled up.
Smaller Programmes	The NSSS also suggests that there should be complementary schemes in addition to the core lifecycle programmes, for example, skills development programmes, empowerment, etc. [Para 2.3.2 of NSSS]	The Ministry of Social Welfare has more than 25 of such smaller programmes	The small programmes may need to be consolidated.

Action Plans (2015-16 up to 2020-21)

In order to implement the reform proposals of the NSSS the following time bound activities may be taken up.

No.	Objectives	Activities	Performance Indicators	Timeframe	Responsible Ministry	Shared Responsibility
1.	**Strengthen Old Age Allowance Programme**	Set age threshold to 60 for male and female both	Circular issued	June 2017	Ministry of Social Welfare	Finance Division
		Make the programme universal for eligible people	Coverage increased annually by 15%	Annually for next five years	Ministry of Social Welfare	Finance Division
		Increase allowance to Tk. 500 per month	Allowance fixed at Tk. 500 per month	2016 (done)	Ministry of Social Welfare	Finance Division
		Review benefit value in course of changing circumstances like inflation etc.	Allowance increased periodically	Each year	Ministry of Social Welfare	Finance Division
		Make list of people above age of 90 and provide special benefit to them	Fund allocated	Periodically	Ministry of Social Welfare	Finance Division

No.	Objectives	Activities	Performance Indicators	Timeframe	Responsible Ministry	Shared Responsibility
2.	**Scale up disability benefit for children and working age**	Prepare guidelines for disability identification	Circular issued	July 2017	Ministry of Social Welfare	Cabinet Division
		Set income criteria on individual basis	Circular revised	July 2017	Ministry of Social Welfare	Cabinet Division, Finance Division
		Increase coverage by 10%	Coverage increased	Annually for next five years	Ministry of Social Welfare	
		Strengthen monitoring of schemes for disabled people	Monitoring framework developed		Ministry of Social Welfare	
3.	**Strengthen Support for Vulnerable Women**	Increase coverage by 10% every year	Coverage increased	Annually for next five years	Ministry of Social Welfare	Finance Division
		Introduce Vulnerable Women Benefit programme (VWB)	Concept note developed	July 2017	Ministry of Social Welfare	Ministry of Women and Children Affairs
			Piloted in some upazilas	July 2018		
			Programme rolled out nationally	July 2019		
4.	**Improve orphan's programme**	Maintain quality of services	Programme continued	Every year	Ministry of Social Welfare	Finance Division
		Increase coverage	Number of children served increased	Annually	Ministry of Social Welfare	Finance Division
5.	**Programmes for marginalized people**	Increase coverage and per person benefit	Number of beneficiaries and benefit increased	Continuous	Ministry of Social Welfare	Finance Division
6.	**Consolidate Smaller Programmes**	Prepare list of programmes to be continued	List sent to GED	July 2017	Ministry of Social Welfare	GED
		Make list of programmes to be scaled up	List sent to GED	July 2017	Ministry of Social Welfare	GED
		Make list of programmes to be phased out	List sent to GED	July 2017	Ministry of Social Welfare	GED
		Review the consolidation proposals	Review prepared	December 2017	GED	Cabinet Division

No.	Objectives	Activities	Performance Indicators	Timeframe	Responsible Ministry	Shared Responsibility
7.	Improve targeting of beneficiaries	Update manual for selection procedures and disseminate it to people	Circular issued	December 2017	Ministry of Social Welfare	
		Publish list of beneficiaries online to make it transparent	Instruction given to field offices	Continuous	Ministry of Social Welfare	
		Follow the BBS database when prepared	Instruction given	January 2018	Ministry of Social Welfare	
8.	Grievance Redress System	Make arrangement for recording complaints at field level	Instruction issued	Continuous	Ministry of Social Welfare	
9.	Develop Single Registry MIS	Create public awareness about facility of central GRS of Cabinet Division	Public meetings held in all upazilas	By July 2018	Ministry of Social Welfare	
		Create online based MIS for all programmes	MIS digitized for all programmes	January 2018	Ministry of Social Welfare	
		Make the MIS accessible by relevant departments	Inter-departmental arrangement established	July 2018	Ministry of Social Welfare	
		Link MIS with cash disbursement	MIS linked with financial management database of Finance Division (SPBMU MIS)	December 2018	Ministry of Social Welfare	
10.	Digitization of cash transfer	Pilot different modalities of G2P	Pilot completed	December 2017	Ministry of Social Welfare	
		Roll out appropriate format of G2P	G2P rolled out for all programmes	December 2018	Ministry of Social Welfare	
11.	Enhance results based M&E	Digitize monitoring of programmes	Dashboard established	July 2018	Ministry of Social Welfare	
		Conduct mid-term and end-term evaluation of programmes	Programmes evaluated regularly	Continuous	Ministry of Social Welfare	

Key Actions

- Scale up old age programme by increasing coverage from present 31 lakh in last year to 65 lakh in the 2021. The threshold age limit will be set at 60 from present 65 for male and 62 for female. For citizens above 90+ years there will be provisions of special benefits.

- The coverage of disability benefit will be almost doubled with increased benefits. The criteria for selection will be based on individual's personal income, not the income of his/her family.

- Vulnerable women's benefit will be introduced by consolidating programmes for women under Ministry of Social Welfare and Ministry of Women and Children.

- The programmes for marginalized people and orphans will be continued as before.

- Smaller programmes will be consolidated and the delivery of services will be digitized by means of single registry MIS and G2P payment system.

7. Ministry of Food

Background

Ministry of Food is the key ministry of the government to take decisions on the overall issues related with food security and storage. As per allocation of business, the Ministry is responsible for formulation, review and execution of legislations, policies, plans, procedures, etc. related to the overall food distribution system and implementation of food policy. This Ministry is assigned with the task of establishment of a dependable national food security system. Procurement, storage and movement of food-grains are included as the broader activities of the ministry.

Along with the Ministry of Food, other ministries like the Ministry of Disaster Management and Relief, the Ministry of Women and Children Affairs etc. are also closely associated in implementation of food security programmes.

Vision

To "ensure dependable and sustainable food security for all at all times".

Mission

To "ensure adequate and stable supply of safe and nutritious food through integrated public food management".

Objectives

The strategic objective of the ministry is to streamline the food security type programmes.

Challenges

The NSSS recognizes that the Government has put strong emphasis on ensuring food security for its citizens so that nobody dies from hunger. The Government, however, is aware that in view of the changing nature of the economy and demography, the importance of this component of the social security programmes is declining. There has been substantial reduction in food poverty. Also, it is evident from international experience that cash transfers have significant advantages over food supply in supporting food security through conventional social security schemes. Therefore, where possible, it is very important to make a gradual transition towards cash transfer type programmes. The Ministry of Food will take measures to ensure that food is available in the market. The cash transfer programmes will ensure access to food when available in the market.

Situation Analysis

Programme name	NSSS Provision	Present Situation	Gaps
Open Market Sales (OMS) and Food Friendly Card (FFC)	The transfer of food during and after disasters will continue as a disaster management response as necessary under the management of the Ministry of Disaster Management and Relief.	A budget of Tk. 1162 crore has been allocated in FY 2016-17 for OMS, with a target of covering 22 million beneficiaries. Under the programme 5 kg. of rice and 5 Kg. of flour can be bought by the beneficiaries at a reduced price per purchase occasion. The selection process of beneficiaries is self- identification.	This is consistent with the NSSS as it recommends expansion of such food security programmes. However, there are some alleged incidents of leakage in distribution of food cards. Measures should be taken to stop ill practice.

Programme name	NSSS Provision	Present Situation	Gaps
	The scope of the Open Market Sales (OMS) and Food Friendly Card (FFC) managed by the Ministry of Food will be expanded as necessary to tackle hunger and food affordability. The OMS will remain self-targeted as at present. [Para 4.6 of NSSS]	The ultra-poor families will be able to buy up to 30 kg rice a month from March - April and September – November (five months) under the programme 'Food Friendly Programme for the Ultra-Poor'. The government has allocated 750,000 tonnes of rice for the 'Food Friendly Programme for the Ultra-Poor' families that targets 5 million rural poor, especially, women, widows and women with disabilities as beneficiaries. The ultra-poor families can buy 30 kg rice a month @ Tk. 10/kg rate.	
Disaster relief Programmes	Food distribution through disaster relief will be coordinated with the Government's Food Stock Policy and Fair Price Policy where appropriate. Nutrition-based programmes like school feeding and therapeutic feeding for children suffering from extreme nutrition will continue.	The disaster relief programmes like VGF, TR, GR etc. are operated by the Ministry of Disaster Management and Relief. Ministry of Food supplies the food grains as per requisition of the implementing ministry.	The programme is consistent with NSSS.
Workfare Based Programmes	The Government, where possible, will in a longer perspective consider converting all workfare-based food transfer programmes into cash transfers. Such transition has to be implemented in an orderly manner and be based on the recommendations of an in-depth assessment to be undertaken by the Government. [Para 4.6 of NSSS]	There are some workfare programmes such as 'Food for Work' compensated by food. These programmes should be gradually shifted to cash based programmes where possible. This should be done in consultation with the stakeholder ministries.	The transition to cash based workfare programme is necessary. However, the matter needs proper collaboration and planning.
Coordination of food security programmes with food stock and fair price policy	Food distribution through OMS and disaster relief will be coordinated with government's Food stock Policy and Fair price Policy as appropriate. [Para 4.6 of NSSS]	OMS and disaster relief programmes of the government have great contribution in ensuring food security. However, these programmes need to be well coordinated with food stock policy and fair price policy of the government. These programmes appear to be consistent with food stocking policy and fair price policy.	The consistency should be regularly reviewed

Action Plans

In order to implement the reform proposals of the NSSS the following time bound activities may be taken up.

No.	Objectives	Activities	Performance Indicators	Timeframe	Responsible Ministry	Shared Responsibility
1.	**Strengthening Open Market Sales (OMS)**	Continue OMS programme for the poor; extend the programme to rural areas	The programme continued	Continuous	Ministry of Food	Local Government Division
2.	**Food Friendly Card (FFC) Programme**	Expand the programme duration	Programme duration extended	Continuous	Ministry of Food	
3.	**Continue Disaster Relief Programmes**	Supply food grain for disaster relief programmes	Programme continued	Continuous	Ministry of Disaster Management and Relief	Ministry of Food
4.	**Convert food based workfare programmes to cash**	Organize discussion with stakeholders for smooth transition	Workshops organized	December 2016 (done)	Ministry of Food	Cabinet Division, GED, Ministry of Disaster and Relief
		Discontinue food for work programmes where possible	Food for work programmes phased out where possible	June 2016 (done)	Ministry of Food	
5.	**Food stock policy and fair price policy**	Monitor the consistency of OMS and relief programmes with food stock policy and fair price policy of the government	Food stock policy and fair price policy are consistent with food security programmes	Continuous	Ministry of Food,	MoDMR
6.	**Consolidate Smaller Programmes**	Prepare list of programmes to be continued	List sent to GED	July 2017	Ministry of Food	GED
		Make list of programmes to be scaled up	List sent to GED	July 2017	Ministry of Food	GED
		Make list of programmes to be phased out	List sent to GED	July 2017	Ministry of Food	GED
		Review the consolidation proposals	Review prepared	December 2017	GED	Cabinet Division

No.	Objectives	Activities	Performance Indicators	Timeframe	Responsible Ministry	Shared Responsibility
7.	**Improve targeting of beneficiaries**	Update manual for selection procedures and disseminate that to people	Circular issued	December 2017	Ministry of Food	
		Publish list of beneficiaries online to make it transparent	Instruction given to field offices	Continuous	Ministry of Food	
		Follow the BBS database when prepared	Instruction given	January 2018	Ministry of Food	
8.	**Grievance Redress System**	Make arrangement for recording complaints at field level	Instruction issued	Continuous	Ministry of Food	
		Create public awareness about facility of central GRS of Cabinet Division	Public meetings held in all upazilas	By July 2018	Ministry of Food	
9.	**Develop Single Registry MIS**	Create online based MIS for all programmes	MIS digitized for all programmes	January 2018	Ministry of Food	
		Make the MIS accessible by relevant departments	Inter Departmental arrangement established	July 2018	Ministry of Food	
		Link MIS with cash disbursement	MIS linked with financial management database of Finance Division (SPBMU MIS)	December 2018	Ministry of Food	
10.	**Enhance results based M&E**	Digitize monitoring of programmes	Dashboard established	July 2018	Ministry of Food	
		Conduct mid-term and end-term evaluation of programmes	Programmes evaluated regularly	Continuous	Ministry of Food	

Key Actions

- Strengthening Open Market Sales (OMS) and Food Friendly Card (FFC) Programme.
- Convert food based workfare programmes to cash but continue supply of food as relief to disaster hit areas if necessary.
- Make food stock policy and fair price policy consistent with food security programmes
- Smaller programmes will be consolidated and the delivery of services will be digitized by means of single registry MIS and G2P payment

8. Ministry of Disaster Management and Relief

Background

Ministry of Disaster Management and Relief is allocated with the largest portion of social security budget (26 per cent) of the government. The Ministry is mainly responsible for disaster risk management and response. It is also involved in managing workfare programmes for the poor to ensure social security including food security. The Ministry is closely related with the Ministry of Food, which supplies required food grain to many programmes of the Ministry of Disaster Management and Relief. The Ministry also works in close collaboration with the Local Government Division. The Ministry has been assigned by the NSSS the responsibility of leading the labour/livelihood intervention cluster.

Vision

"To reduce the risk of people, especially the poor and the disadvantaged, from the effects of natural, environment and human induced hazards".

Mission

"To achieve a paradigm shift in disaster management from conventional response and relief to a more comprehensive risk reduction culture, and to promote food security as an important factor in ensuring the resilience of communities to hazards".

Objectives

The strategic objective of the Ministry's social safety security programmes is to strengthen disaster relief and workfare programmes.

Challenges

The nature and incidence of disaster is not the same in different geographical locations of the country, depending on hazard zones. Therefore, it is very important to identify the nature of disaster prone areas and take necessary measures beforehand. If food markets collapse as a result of disasters, with the market failing to ensure availability of food items, a food based disaster response becomes important. Therefore, the main challenge for the Ministry of Disaster Management and Relief is to prepare disaster maps/update vulnerability maps to make the cash and food support more effective.

Situation Analysis

Objectives	NSSS Provision	Present Situation	Gaps
Continue disaster relief programmes	The NSSS provides that the transfer of food during and after disaster will continue as a disaster management response as necessary under the management of the Ministry of Disaster Management and Relief. The NSSS also suggests that the Ministry may enhance supply of other items like medicines, clothing, temporary housing, etc. [Para 4.6, 4.7 of NSSS]	Most of the relief programmes of the ministry are based on transfer of food. Parallel to cash transfer, other supports like medicine and temporary housing or house making materials like corrugated tins are provided.	Need to increase the supply of non-food items like medicine, temporary house or house making materials, cloths, pure water, cash support to the disaster affected people.

Objectives	NSSS Provision	Present Situation	Gaps
Hazard zone mapping	The nature and incidence of disaster is not the same in different geographical locations of the country. Therefore, the NSSS recommends that the Ministry of Disaster Management and Relief prepares a mapping of disaster prone areas in collaboration with related ministries. [Para 4.7 of NSSS]	The ministry responds to disaster as and when required. The poverty map prepared by the BBS is often used. However, there is no comprehensive map for disaster prone areas.	A map for disaster prone areas needs to be prepared. Vulnerability maps should be updated.
Convert Food based Workfare Programmes to cash based	The Government will in a longer perspective consider converting all workfare based food programmes into cash transfer programmes. Such transition has to be implemented in an orderly manner and be based on the recommendations of an in-depth assessment to be undertaken by the Government. [Para 4.6 of NSSS]	Depending upon the situations, the Ministry of Disaster Management and Relief has an increasing proportion of cash based workfare programmes.	The transition to cash based workfare programme is necessary, whilst taking cognizance of the need to rotate the public stockholding for food security.

Action Plans

In order to implement the reform proposals of the NSSS the following time bound activities may be taken up.

No.	Objectives	Activities	Performance Indicators	Timeframe	Responsible Ministry	Shared Responsibility
1.	**Continue Disaster Relief Programmes**	Supply food grain for food based disaster relief programmes and provide budget for cash based programmes	Programmes continued	Continuous	Ministry of Disaster Management and Relief	Ministry of Food
		Consider horizontal and vertical expansion of existing programmes in the face of disasters	Mechanism to scale up coverage and/ or benefit package of existing programmes in place	July 2018	Ministry of Disaster Management and Relief	Other relevant stakeholder ministries
2.	**Improve disaster management system**	Prepare a disaster map based on hazard zones	Disaster map prepared	January 2018	Ministry of Disaster Management and Relief	BBS

No.	Objectives	Activities	Performance Indicators	Timeframe	Responsible Ministry	Shared Responsibility
3.	**Convert most of the workfare programmes from food to cash transfer**	Organize discussion with stakeholders for smooth transition	Workshops organized	December 2017	Ministry of Disaster Management and Relief	Local Government Division
		Gradually change food for work programmes to cash where applicable	Food for workfare programmes phased out where applicable	June 16 (done)		
4.	**Consolidate Smaller Programmes**	Prepare list of programmes to be continued	List sent to GED	July 2017	Ministry of Disaster Management and Relief	GED
		Make list of programmes to be scaled up	List sent to GED	July 2017	Ministry of Disaster Management and Relief	GED
		Make list of programmes to be phased out	List sent to GED	July 2017	Ministry of Disaster Management and Relief	GED
		Review the consolidation proposals	Review prepared	December 2017	Ministry of Disaster Management and Relief	Cabinet Division
5.	**Improve targeting of beneficiaries**	Update manual for selection procedures and disseminate it to people	Circular issued	December 2017	Ministry of Disaster Management and Relief	
		Publish list of beneficiaries online to make it transparent	Instruction given to field offices	Continuous	Ministry of Disaster Management and Relief	
		Follow the BBS database when prepared	Instruction given	January 2018	Ministry of Disaster Management and Relief	
6.	**Grievance Redress System**	Make arrangement for recording complaints at field level	Instruction issued	Continuous	Ministry of Disaster Management and Relief	
		Create public awareness about facility of central GRS of Cabinet Division	Public meetings held in all upazilas	By July 2018	Ministry of Disaster Management and Relief	

No.	Objectives	Activities	Performance Indicators	Timeframe	Responsible Ministry	Shared Responsibility
7.	Develop Single Registry MIS	Create online based MIS for all programmes	MIS digitized for all programmes	January 2018	Ministry of Disaster Management and Relief	
		Make the MIS accessible by relevant departments	Inter Departmental arrangement established	July 2018	Ministry of Disaster Management and Relief	
		Link MIS with cash disbursement	MIS linked with financial management database of Finance Division (SPBMU MIS)	December 2018	Ministry of Disaster Management and Relief	
8.	Digitization of cash transfer	Pilot different modalities of G2P	Pilot completed	December 2017	Ministry of Disaster Management and Relief	
		Roll out appropriate format of G2P	G2P rolled out for all programmes	December 2018	Ministry of Disaster Management and Relief	
9.	Enhance results based M&E	Digitize monitoring of programmes	Dashboard established	July 2018	Ministry of Disaster Management and Relief	
		Conduct mid-term and end-term evaluation of programmes	Programmes evaluated regularly	Continuous	Ministry of Disaster Management and Relief	

Key Actions

- Continue disaster relief programmes while improving disaster management system.
- Convert most of the workfare programmes from food to cash transfer where possible.
- Smaller programmes will be consolidated and the delivery of services will be digitized by means of single registry MIS and G2P payment system where relevant.

9. Ministry of Primary and Mass Education

Background

Ministry of Primary and Mass Education is involved in ensuring primary education as well as mass education in Bangladesh. Thus, it has great contribution in development of human resources of the country. In consideration of its activities, the Ministry has been assigned the responsibility of leading the coordination process of the thematic cluster on 'Human Development and Social Empowerment'. As implementer of social security programmes, the Ministry implements primary stipend programmes and school meal programmes. Ministry of Primary and Mass Education spends more than 5 per cent of the total social security budget.

Vision

The vision of the Ministry is "to ensure good quality of pre-primary, primary and life-long education for all".

Mission

In order to achieve the vision, the ministry has the mission "to expand facilities of primary and life-long education for all".

Challenges

Around 13 million children receive stipends, with the majority at primary school. Coverage is around 24 per cent of primary school age children. Therefore, both the coverage and the transfer level are low.

Objectives

The NSSS strategic objective of the Ministry of Primary and Mass Education is to raise the coverage of stipend to 50 per cent of primary school students and to increase the stipend amount.

Situation Analysis

Programme name	NSSS Provision	Present Situation	Gaps
Primary School Stipend Programme	The NSSS provides that the primary stipend will cover 50 per cent of the primary school students. The stipend amount will be raised. For two siblings, the stipend rate will not be reduced. However, a family will receive stipend for 2 children at most. A school stipend may be of Tk. 300 per month for all primary and secondary school going children belonging to the poor and vulnerable households. [Summary, Para 2.2.2, 4.3., 5.2.3 of NSSS]	School stipend programme is being run, starting from July 2015, for 100 per cent students under Ministry of Primary and Mass Education, including pre-primary and newly upgraded students of class VI to VII of Government primary schools and including city corporation and municipality areas. It is noted that the DPP is under process for including city corporation and municipality areas. A family will receive stipends up to 4 children. According to the guidelines of a new phase of the project, a poor family receives a stipend of Tk. 50 for pre-primary class, Tk. 100, Tk. 200, Tk. 250 and Tk. 300 for children of class one, two, three and four/five respectively. Each family will receive Tk. 125 for one child and Tk. 250 for more than one child for students of class VI to VIII. Presently, the Ministry has a stipend programme for 24 per cent of students (will be increased to 1.3 crore students). 100 per cent rural students are covered. Urban students are covered only partially. Schools up to class eight were excluded before. They have been included now.	The coverage of primary school stipend needs to be doubled. The per student stipend amount needs to be increased. Coverage for urban primary student needs to be expanded as required.

Programme name	NSSS Provision	Present Situation	Gaps
School Meal/ Feeding Programme	NSSS suggests that the school meal programme as piloted by the Ministry of Primary and Mass Education may be rolled out nationwide. [Table 4.6 of NSSS]	The ministry has limited coverage in school meal programme. 30 lakh students are covered at present.	Expansion of the school meal/ feeding programme is required.

Action Plans

In order to implement the reform proposals of the NSSS the following time bound activities may be taken up.

No.	Objectives	Activities	Performance Indicators	Timeframe	Responsible Ministry	Shared Responsibility
1.	Expand Primary Stipend Programme	Increase the coverage by 15% every year on an average for five years	Number of stipend recipients increased	July 2017 (continue next five years)	Ministry of Primary and Mass Education (MoPME)	Finance Division
		Increase the rate of stipend	Transfer amount increased			
2.	Roll out School Meal Programme	Extend the programme to all primary schools (rural and urban) in a phased manner	School coverage increased	July 2020	MoPME	Finance Division
3.	Consolidate Smaller Programmes	Prepare list of programmes to be continued	List sent to GED	July 2017	MoPME	GED
		Make list of programmes to be scaled up	List sent to GED	July 2017	MoPME	GED
		Make list of programmes to be phased out	List sent to GED	July 2017	MoPME	GED
		Review the consolidation proposals	Review prepared	December 2017	MoPME	Cabinet Division
4.	Improve targeting of beneficiaries	Update manual for selection procedures and disseminate it to people	Circular issued	December 2017	MoPME	
		Publish list of beneficiaries online to make it transparent	Instruction given to field offices	Continuous	MoPME	
		Follow the BBS database when prepared	Instruction given	January 2018	MoPME	

No.	Objectives	Activities	Performance Indicators	Timeframe	Responsible Ministry	Shared Responsibility
5.	Grievance Redress System	Make arrangement for recording complaints at field level	Instruction issued	Continuous	MoPME	
		Create public awareness about facility of central GRS of Cabinet Division	Public meetings held in all upazilas	By July 2018	MoPME	
6.	Develop Single Registry MIS	Create online based MIS for all programmes	MIS digitized for all programmes	January 2018	MoPME	
		Make the MIS accessible by relevant departments	Inter Departmental arrangement established	July 2018	MoPME	
		Link MIS with cash disbursement	MIS linked with financial management database of Finance Division (SPBMU MIS)	December 2018	MoPME	
7.	Digitization of cash transfer	Pilot different modalities of G2P	Pilot completed	December 2017	MoPME	
		Roll out appropriate format of G2P	G2P rolled out for all programmes	December 2018	MoPME	
8.	Enhance results based M&E	Digitize monitoring of programmes	Dashboard established	July 2018	MoPME	
		Conduct mid-term and end-term evaluation of programmes	Programmes evaluated regularly	Continuous	MoPME	

Key Actions

- Scale up Primary Stipend Programme in terms of coverage and benefit amount, and expand school meal programmes in both rural and urban areas.
- Smaller programmes will be consolidated and the delivery of services will be digitized by means of single registry MIS and G2P payment system where relevant.

10. Financial Institutions Division

Background

The Division deals with the law and policy issues related to the banks and non-bank financial institutions, capital market, insurance sector and microcredit sector. The Division also co-ordinates the activities for formulating policies on capital adequacies, as well as reviews of related policies and programmes. Bangladesh Insurance Academy (BIA) and Insurance Development and Regulatory Authority (IDRA), Microcredit Regulatory Authority (MRA), etc. also fall under the Division's jurisdiction. The Division has been assigned by the NSSS as the coordinator of the Social Insurance Thematic Cluster.

Vision

The vision of the Division is "Developing an efficient, inclusive and robust financial market and services system".

Mission

In order to achieve the vision, the Division has the mission of "Strengthening regulatory and institutional framework for the development of financial market and services system".

Challenges

The NSSS entrusts upon the Financial Institutions Division the responsibility of introducing a suitable framework of social insurance. Though the concept of social insurance is very common in the social security of developed countries, it is almost new in the Bangladesh setting. The idea is that people will invest for their own social security during their need. For this to happen, a strong legal and institutional framework is required.

Objectives

The NSSS strategic objective of the Division is to institutionalize a social insurance system for Bangladesh.

Situation Analysis

Programme name	NSSS Provision	Present Situation	Gaps
National Social Insurance Scheme (NSIS)	The NSSS proposes that there should be a system of NSIS for Bangladesh. The system should also incorporate unemployment, accident, sickness and maternity insurance. [Summary, Para 4.3.3 of NSSS]	Presently there is hardly any social insurance system in place in the country. There are some fragmented initiatives by some ministries in this regard, but these are limited.	Conduct study for selecting the best option for NSIS implementation.

Action Plans

In order to implement the reform proposals of the NSSS the following time bound activities may be taken up.

No	Objectives	Activities	Performance Indicators	Time Frame	Responsible Ministry	Shared Responsibility
1.	**Introduce NSIS**	Conduct a study on NSIS	Study report submitted to Cabinet Division	June 2018	Financial Institutions Division	Finance Division
		Introduce NSIS on pilot basis	Pilot programs initiated	January 2019		
		Formulate NSIS law	The law approved in the parliament	January 2020		
		Roll out NSIS nationwide	NSIS rolled out	January 2021		

Key Actions
- Conduct a study on deciding a suitable format of National Social Insurance System (NSIS) and implement it after pilot testing.

11. Ministry of Education

Ministry of Education is the apex institution of the Government of Bangladesh for development and administration of post-primary education sector. There are about 40,336 post primary secondary schools/ colleges/madrasahs and 37 public and 92 private universities. Ministry of Education is responsible for expansion of education at the secondary and higher secondary level. As such, it has an important role in contributing to the development of human resources of the country. As one of the implementers of social security programmes, the Ministry disburses stipends to the secondary-level students.

Recently, the Ministry has been divided into two separate divisions: a) Secondary and Higher Education Division; and b) Technical and Madrasah Education. The NSSS having been formulated before the bifurcation, the major reform objective for these two divisions is the same, which is to scale up the 'secondary school stipend programme'. Both the Divisions have involvement in this respect. Therefore, the NSSS action plan keeps this major activity for these two divisions similar, which may need to be segregated later.

It is worth mentioning that under this ministry there are some smaller programmes which need to be consolidated through consultation. It is expected that the consolidation process will provide distinctive work plans for the two divisions working under the Ministry of Education. For the time being, the NSSS Action Plans for these two divisions are given in the following two sections.

11.1 Secondary and Higher Education Division

Vision

The vision of the Division is "to ensure good quality of secondary education for all".

Mission

In order to achieve the vision, the Division has the mission "To expand facilities of secondary education to all and thereby enhance human development".

Challenges

Around 13 million children, with the majority at primary school-level, receive stipends. Coverage of school stipend is 17 per cent for the secondary school age children which is low. Apart from that, the transfer amount seems to be low.

Objectives

The NSSS strategic objective for the Secondary and Higher Secondary Education Division is to raise the coverage of stipends to 50 per cent of the existing secondary school-level students, and to increase the per person stipend amount.

Situation Analysis

Programme name	NSSS Provision	Present Situation	Gaps
Secondary Education Stipend Programmes	The NSSS provides that the secondary education stipend should cover 50 per cent of the secondary school students. The stipend amount will be raised. For two siblings, the stipend rate will not be reduced. However, a family will receive stipends for two children at most. A school stipend may be of Tk. 300 per month for all primary and secondary school going children belonging to the poor and vulnerable households. [Summary, Para 2.2.2, 5.2.3 of NSSS]	Presently the two Divisions of the Ministry of Education has stipend programme for around 17 per cent of the secondary school students.	The coverage of secondary education stipend needs to be almost tripled. The per person stipend amount needs to be increased.

Action Plans

In order to implement the reform proposals of the NSSS the following time bound activities may be taken up.

No.	Objectives	Activities	Performance Indicators	Timeframe	Responsible Ministry	Shared Responsibility
1.	**Expand Secondary Education Stipend Programme**	Increase the coverage by 20% every year	Number of stipend recipients increased	July, 2017 (continue next five years)	Secondary and Higher Education Division (SHED)	Technical and Madrasah Education (TME)
		Increase the rate of stipend	Transfer amount increased	July 2017		
2.	**Consolidate Smaller Programmes**	Prepare list of programmes to be continued	List sent to GED	July 2017	SHED	GED
		Make list of programmes to be scaled up	List sent to GED	July 2017	SHED	GED
		Make list of programmes to be phased out	List sent to GED	July 2017	SHED	GED
		Review the consolidation proposals	Review prepared	December 2017	SHED	Cabinet Division
3.	**Improve targeting of beneficiaries**	Update manual for selection procedures and disseminate it to people	Circular issued	December 2017	SHED	TMED
		Publish list of beneficiaries online to make it transparent	Instruction given to field offices	Continuous	SHED	TMED
		Follow the BBS database when prepared	Instruction given	January 2018	SHED	TMED
4.	**Grievance Redress System**	Make arrangement for recording complaints at field level	Instruction issued	Continuous	SHED	TMED
		Create public awareness about facility of central GRS of Cabinet Division	Public meetings held in all upazilas	By July 2018	SHED	TMED
5.	**Develop Single Registry MIS**	Create online based MIS for all programmes	MIS digitized for all programmes	January 2018	SHED	TMED
		Make the MIS accessible by relevant departments	Inter Departmental arrangement established	July 2018	SHED	TMED
		Link MIS with cash disbursement	MIS linked with financial management database of Finance Division (SPBMU MIS)	December 2018	SHED	TMED

No.	Objectives	Activities	Performance Indicators	Timeframe	Responsible Ministry	Shared Responsibility
6.	Digitization of cash transfer	Pilot different modalities of G2P	Pilot completed	December 2017	SHED	TMED
		Roll out appropriate format of G2P	G2P rolled out for all programmes	December 2018	SHED	TMED
7.	Enhance results based M&E	Digitize monitoring of programmes	Dashboard established	July 2018	SHED	TMED
		Conduct mid-term and end-term evaluation of programmes	Programmes evaluated regularly	Continuous	SHED	TMED

Key Actions

- Scale up Secondary Stipend Programme in terms of coverage and benefit amount.
- Smaller programmes will be consolidated and the delivery of services will be digitized by means of single registry MIS and G2P payment system where relevant.

11.2 Technical and Madrasah Education Division

Vision

The vision of the Division is "to ensure good quality of secondary education for all".

Mission

In order to achieve the vision, the Division has the mission "To expand facilities of secondary and technical education to relevant part of the population and enhance human development thereby".

Challenges

Around 13 million children receive stipends, with the majority at primary school. Coverage is 17 per cent for secondary school age children. Therefore, both the coverage and the transfer amount are low.

Objectives

The NSSS strategic objective of the Technical and Madrasah Education Division is to raise the coverage of stipends to around 50 per cent of the madrasah students and to strengthen technical education.

Situation Analysis

Programme name	NSSS Provision	Present Situation	Gaps
Secondary Education Stipend Programmes	The NSSS provides that the secondary education stipend should cover 50 per cent of the secondary school students. The stipend rate will be raised. For two siblings, the stipend rate will not be reduced. However, a family will receive stipends for two children at most. A school stipend may be of Tk. 300 per month for all primary and secondary school going children belonging to the poor and vulnerable households. [Summary, Para 2.2.2, 5.2.3 of NSSS]	Presently the two Divisions of the Ministry of Education has stipend programme for around 17 per cent of students. Most of the Madrasah students are not covered.	The coverage of secondary education stipend needs to be extended to the Madrasah students. Around 50 per cent of the total Madrasah students are estimated to be covered under the programme.
Technical/vocational training	In addition to secondary and higher education the vocational training facilities need to be expanded for the youth. Youth should continue to be provided with vocational training and support to develop their own enterprises. [Para 2.2.3 and 4.3.2 of NSSS]	Many do not gain sufficient secondary education and there is not enough vocational training available to compensate.	Technical and Vocational training needs to be expanded

Action Plans

In order to implement the reform proposals of the NSSS the following time bound activities may be taken up.

No.	Objectives	Activities	Performance Indicators	Timeframe	Responsible Ministry	Shared Responsibility
1.	Expand Secondary Education Stipend Programme	Expand the programme to Madrasah students	Number of stipend recipients increased	July 2017 (continue next five years)	Technical and Madrasah Education Division (TMED)	SHED
		Increase the rate of stipend	Transfer amount increased	July 2017		
2.	Vocational training programmes for the youth	Expand vocational training facilities for the youth	Number of trainees increased	Continuous	TMED	SHED
3.	Consolidate Smaller Programmes	Prepare list of programmes to be continued	List sent to GED	July 2017	TMED	GED
		Make list of programmes to be scaled up	List sent to GED	July 2017	TMED	GED
		Make list of programmes to be phased out	List sent to GED	July 2017	TMED	GED
		Review the consolidation proposals	Review prepared	December 2017	TMED	Cabinet Division
4.	Improve targeting of beneficiaries	Update manual for selection procedures and disseminate it to people	Circular issued	December 2017	TMED	SHED
		Publish list of beneficiaries online to make it transparent	Instruction given to field offices	Continuous	TMED	SHED
		Follow the BBS database when prepared	Instruction given	January 2018	TMED	SHED
5.	Grievance Redress System	Make arrangement for recording complaints at field level	Instruction issued	Continuous	TMED	SHED
		Create public awareness about facility of central GRS of Cabinet Division	Public meetings held in all upazilas	By July 2018	TMED	SHED

No.	Objectives	Activities	Performance Indicators	Timeframe	Responsible Ministry	Shared Responsibility
6.	**Develop Single Registry MIS**	Create online based MIS for all programmes	MIS digitized for all programmes	January 2018	TMED	SHED
		Make the MIS accessible by relevant departments	Inter Departmental arrangement established	July 2018	TMED	SHED
		Link MIS with cash disbursement	MIS linked with financial management database of Finance Division (SPBMU MIS)	December 2018	TMED	SHED
7.	**Digitization of cash transfer**	Pilot different modalities of G2P	Pilot completed	December 2017	TMED	SHED
		Roll out appropriate format of G2P	G2P rolled out for all programmes	December 2018	TMED	SHED
8.	**Enhance results based M&E**	Digitize monitoring of programmes	Dashboard established	July 2018	TMED	SHED
		Conduct mid-term and end-term evaluation of programmes	Programmes evaluated regularly	Continuous	TMED	SHED

Key Actions

- Scale up Secondary Stipend Programme in terms of coverage and benefit amount, and expand vocational training for the youth.

- Smaller programmes will be consolidated and the delivery of services will be digitized by means of single registry MIS and G2P payment system where relevant.

12. Ministry of Women and Children Affairs

Background

Ministry of Women and Children Affairs is mandated to implement various programmes for development of women and children. It works for empowerment of women, gender equality and ending violence against women. The programmes undertaken by the Ministry include capacity building of women, employment generation, facilitation in labour market participation through small and medium entrepreneurs, etc. Child protection and development is also included in the list of activities. This is one of the most important ministries in implementation of the NSSS.

Vision

The vision of the Ministry is "a society with gender equality and child protection".

Mission

In order to achieve the vision, the Ministry has the mission of "establishing the rights of women and children and women empowerment through mainstreaming in development".

Challenges

The main challenge as set by the NSSS for the Ministry is to introduce two new programmes--a Child Benefit Programme and a Vulnerable Women Benefit programme. The Ministry is also assigned to take measures for ensuring workplace child care services and formulating legislation for child maintenance payment.

Objectives

The NSSS strategic objectives of the Ministry are to ensure the rights to social security for women and children, and to ensure a level of minimum income for children and vulnerable women.

Situation Analysis

Programme name	NSSS Provision	Present Situation	Gaps
Child Benefit Programme	The NSSS stipulates that the Government will provide support to young children up to the age of four years, through a large extension of current support by establishing a Child Benefit programme for children from 0 to 4 years of age. It is estimated that 50 per cent of these children will be brought under the programme. Thus, the number of beneficiary children is estimated to be 75 lakh. The programme will be taken building on the success of the current Maternal Allowance Programme for the Lactating Mothers and the benefit amount	The ministry of Women and Children Affairs has Maternity Allowance Programme for the Poor mothers, with five lakh beneficiaries in FY 2016-17. Also, there are 1.8 lakh beneficiaries under the programme Allowances for Urban Low Income Lactating Mothers. The experience of the programme should be used to prepare a Child Benefit programme.	A Child Benefit programme needs to be implemented, increasing the number of beneficiaries from existing 6.8 lakh to around 75 lakh children.

Programme name	NSSS Provision	Present Situation	Gaps
	is recommended to be Tk. 500 per month. The NSSS also provides that the programme for child benefit needs to be implemented with special emphasis on early childhood (the critical first 1000 days from conception). Ministry of Women and Children Affairs is to submit detailed implementation plan for Cabinet approval. [Summary, Para 2.2.2, 4.3.1 of NSSS]		
Vulnerable Women's Benefit (VWB)	The Government will consolidate the Allowance for Widowed, Deserted and Destitute Women and the VGD scheme into a new Vulnerable Women's Benefit (VWB) programme. The Ministry of Women and Children Affairs is to prepare a detailed implementation plan for the proposed VWB programme and submit to the Cabinet for approval. [Summary, Para 4.3.2 of NSSS]	The Ministry has VGD programme for the vulnerable women. Extending this programme, a wider VWB is to be formulated.	The Vulnerable Women's Benefit (VWB) programme is to be designed and implemented. VGD needs to be converted to a cash based programme.
Workplace Childcare Services	The Ministry of Women and Children Affairs is to coordinate with other ministries to ensure workplace childcare services in compliance with Labour Act, 2006, which stipulates that all employers (private and public) with more than 40 employees will provide childcare services for both female and male employees. [Para 2.5.4, 3.5 of NSSS]	The Ministry has been working to implement the law. A proposed Day Care Act is underway. However, there is no mapping to what extent organizations or workplaces have facilities for childcare services. Facilities for childcare exist in some organizations. There are 94 centres under the Ministry.	Action to be taken by the ministry to ensure workplace child care services in both public and privates organizations. Mapping of existing programmes is needed.

Programme name	NSSS Provision	Present Situation	Gaps
Child Maintenance Payments	The Ministry of Women and Children Affairs is to conduct a study on the pattern of current parental support to the children abandoned by parents and propose mechanism to ensure legal rights of such children to get support from the parents abandoning them. The ministry is to prepare legislation in 2017 and start implementing it by mid-2018. [Para 4.3.1 of NSSS]	The study is yet to be conducted. A policy is to be formulated and enacted, promulgated and implemented soon.	A study to be conducted on pattern of parental support for abandoned children and relevant law is to be formulated and enacted.

Action Plans

In order to implement the reform proposals of the NSSS the following time bound activities may be taken up.

No.	Objectives	Activities	Performance Indicators	Timeframe	Responsible Ministry	Shared Responsibility
1.	**Introduce Child Benefit Programme**	Design a project or programme (with plan for costing, manpower, delivery/ operation and coordination mechanism)	Project/ programme approved	December 2017	Ministry of Women and Children Affairs (MoWCA)	Finance Division
		Implement a pilot programme to	Pilot programme implemented	July, 2018		
		Implement Child Benefit Programme	Programme introduced	July 2019		
2.	**Introduce Vulnerable Women's Benefit programme**	Prepare implementation plan and submit to Cabinet Division	Plan submitted	July 2017	MoWCA	Ministry of Food
3.	**Workplace Childcare Services**	Survey on the status of implementation	Survey conducted	January 2018	MoWCA	Ministry of Labour and Employment
		Create awareness among organizations	Awareness programmes organized	March 2018	MoWCA	Ministry of Labour and Employment

No.	Objectives	Activities	Performance Indicators	Timeframe	Responsible Ministry	Shared Responsibility
4.	**Child Maintenance Payments**	Conduct study on the present pattern of support for children	Study report submitted to Cabinet Division	July 2018	MoWCA	Ministry of Social Welfare
		Formulate a policy on child maintenance payments	The policy is approved by Cabinet	July 2019	MoWCA	Ministry of Social Welfare
		Implement the Policy	Policy implemented	June, 2020	MoWCA	
5.	**Consolidate Smaller Programmes**	Prepare list of programmes to be continued	List sent to GED	July 2017	MoWCA	GED
		Make list of programmes to be scaled up	List sent to GED	July 2017	MoWCA	GED
		Make list of programmes to be phased out	List sent to GED	July 2017	MoWCA	GED
		Review the consolidation proposals	Review prepared	December 2017	MoWCA	Cabinet Division
6.	**Improve targeting of beneficiaries**	Update manual for selection procedures and disseminate it to people	Circular issued	December 2017	MoWCA	
		Publish list of beneficiaries online to make it transparent	Instruction given to field offices	Continuous	MoWCA	
		Follow the BBS database when prepared	Instruction given	January 2018	MoWCA	
7.	**Grievance Redress System**	Make arrangement for recording complaints at field level	Instruction issued	Continuous	MoWCA	
		Create public awareness about facility of central GRS of Cabinet Division	Public meetings held in all upazilas	By July 2018	MoWCA	

No.	Objectives	Activities	Performance Indicators	Timeframe	Responsible Ministry	Shared Responsibility
8.	Develop Single Registry MIS	Create online based MIS for all programmes	MIS digitized for all programmes	January 2018	MoWCA	
		Make the MIS accessible by relevant departments	Inter Departmental arrangement established	July 2018	MoWCA	
		Link MIS with cash disbursement	MIS linked with financial management database of Finance Division (SPBMU MIS)	December 2018	MoWCA	
9.	Digitization of cash transfer	Pilot different G2P modalities	Pilot completed	December 2017	MoWCA	
		Roll out appropriate format of G2P	G2P rolled out for all programmes	December 2018	MoWCA	
10.	Enhance results based M&E	Digitize monitoring of programmes	Dashboard established	July 2018	MoWCA	
		Conduct mid-term and end-term evaluation of programmes	Programmes evaluated regularly	Continuous	MoWCA	

Key Actions

- Introduce child benefit programmes in phases for around 75 lack children of 0-4 years of age.
- Consolidate vulnerable women benefit programmes in collaboration with the Ministry of Social Welfare.
- Smaller programmes will be consolidated and the delivery of services will be digitized by means of single registry MIS and G2P payment system where relevant.

13. Finance Division

Background

Finance Division plays key role in social security programme design and implementation. It is responsible for allocation of budget, release, transfer, channelize and disbursement of fund, maintaining accounts and preparation of reports and audit. Finance division also provide valuable input and important resources in the decision-making process of program coverage, benefit amount etc.

Vision

The vision of the Finance Division is to "achieve high economic growth by farsighted and sustainable management of public finances".

Mission

To achieve the vision, the Finance Division has the mission of "fostering growth and reducing poverty by ensuring prudent and efficient fiscal management through macro-economic stability and fiscal discipline".

Challenge

The NSSS provides for specific reforms in the social security sector, obligating simultaneous reform in policy of fiscal allocation. The NSSS askes to maintain the level of 2 per cent of GDP in social security programme expenditure. Therefore, it will be a challenging task to ensure the present share of social security expenditure in GDP by readjusting allocations among reformed programmes.

Objective

The NSSS objective for the Finance Division is to provide enhanced budgetary allocation to social security programmes. Continuation of the government pension programme is another objective of the Division. Most important objective is to transform the current payment systems towards Government to Person (G2P) payment system in order to ensure greater financial inclusions of the recipients.

Situation Analysis

Programme Name	NSSS Provision	Present Situation	Gaps
Government Service Pension	The Finance Division will manage and continue the Government Service Pension in its present form. [Summary, 5.2.1 of NSSS]	Finance Division is managing the government pension programme. To ensure social security by regular monthly payment, the Government has cancelled the option for surrendering full amount of gross pension and also declared 5 per cent annual increment on monthly pension amount. Finance Division has created database linked with NID for 6,23,000 pensioners. A study report is completed on the existing government pension systems. A dedicated unit for government pension in FD is in the process of approval.	Electronic fund transfer should be introduced to remove delay and complicated transfer system. Pension approval process should be simplified for quick disposal of pension cases.

Programme Name	NSSS Provision	Present Situation	Gaps
Private pension	NSSS stipulates that private pension, like the government pension system, should be introduced. For this, agreement with the private sector is important. [Summary, Para 4.3.3 of NSSS]	There was discussion on this issue but still major decision is required.	Study on a feasible design of private pension needs to be conducted.
Financial Management System and database	Finance Division will have access to the Central Management Committee MIS database and also maintain a financial management system (MIS) linked with database of all programmes under the NSSS linked with NID. Working with the relevant taskforce, the Finance Division will recommend process and procedure for performance based monitoring of social security programmes and recommend indicators. [Para 7.5.1 of NSSS]	Social security Budget Management Unit (SPBMU), functioning under the project of FD, has established SPBMU MIS linked with database of two core programs of Ministry of Social Welfare and Ministry of Women & Children Affairs and also linked with NID. The Finance Division has certain formal monitoring mechanism of the financial performance of each of the social security programmes.	Financial management system (SPBMU MIS) has to be linked with all the SSPs programmes. Regular assessment of financing needs and performance to be conducted.
NSSS financing and related policies	The Finance Division is responsible for ensuring necessary funds for implementation of social security programmes in consistence with the NSSS. Also, the Division is mandated to ensure that other fiscal policies of the government uphold social security of people. [Para 6.3.1 of NSSS]	The Division is allocating around 2.4% of GDP and 13.5% of national budget on social security programmes. While adjusting for programme reforms, the ratio has to be maintained.	The current ratio (2% - 3% of GDP) for social security expenditure has to be maintained.
Strengthening Government to Person (G2P) Payment Systems	A key reform to be introduced is an initiative to transform the Government to Person (G2P) payment systems so that they promote financial inclusivity and prevent leakages. [Section 6.5 of NSSS]	An e-payment system architecture has been designed to accommodate all the fund flow channels, accounts, banks, MFIs, Post Offices and Bangladesh Bank. Piloting with two SSPs programmes is under preparation.	All the cash transfer programmes should be brought under the architecture with their digitised database.

Action Plans

In order to implement the reform proposals of the NSSS the following time bound activities may be taken up.

No.	Objectives	Activities	Performance Indicators	Timeframe	Responsible Ministry	Shared Responsibility
1.	**Maintain Government Service Pension**	To continue government pension with improvement in approval /disposal of pension cases and financial sustainability	Pension continued with improved management supervision, monitoring and keeping sustainable.	Continuous	Finance Division	MOPA
		Create digitized database of the existing SSPs beneficiaries linked to NID/UID	Database created	July 2016	Finance Division	
		Electronic Fund Transfer in pension payment system	Payment system digitized	July 2017 on ward / December 2017 Piloting	Finance Division	
2	**Private pension**	Conduct study on the format of private pension	Study report submitted to the Cabinet Division	December 2017	Finance Division	FID
		Consultation with stakeholders	Workshops held	March 2018		
		Establish pension authority	Authority established	July 2018		
3.	**Creation of financial management database for social security programmes**	Develop software for Financial MIS	Financial MIS developed	June 2017	Finance Division	Cabinet Division, GED, SID
		Run a pilot of financial MIS	Pilot MIS run	July 2017	Finance Division	
		Roll out financial MIS nationwide for all the social security programs, integrating it with single registry MIS	MIS rolled out	January 2018	Finance Division	

No.	Objectives	Activities	Performance Indicators	Timeframe	Responsible Ministry	Shared Responsibility
4.	**Government to Person (G2P) Payments System or Digital Payment**	Initiate comprehensive review of current payment systems	Review completed	June, 2017	Finance Division	FID, BB, all Line Ministries
		Designing a digital payment architecture	Digital payment architecture designed	September, 2017	Finance Division	A2I, PMO, FID, BB, Line Ministries
		Piloting of G2P for two core cash transfer programme	Two cash transfer programme piloted	December, 2017	Finance Division	MoSW, MOWCA, A2I, BB,
		Rolling out G2P for all cash transfer programs	G2P for all cash transfer programs	June, 2018	Finance Division	A2I, PMO, FID, BB, Line Ministries

Key Actions

- The government pension system will be continued with improvement in approval /disposal of pension cases and financial sustainability

- Studies will be conducted and appropriate authorities will be set up for introducing private pension system.

- Financial management database for social security programmes will be created.

- Government to Person (G2P) Payments System or Digital Payment system will be rolled out for all cash transfer programme.

14. Ministry of Health and Family Welfare

Ministry of Health and Family Welfare is mandated to ensure health, nutrition and family planning services to the people. The Ministry has an important role in implementing social security as it operates special programmes for vulnerable mothers, children and nutrition enrichment.

The Ministry has recently been split into two separate Divisions: a) Health Services Division; and b) Medical Education and Family Welfare Division. The NSSS, having been formulated before the bifurcation, the major reform objective for these two divisions remains mutually overlapping. Therefore, the NSSS action plan keeps this major activity for these two divisions as identical. These may need to be segregated later.

It is worth mentioning that, under this ministry there are some smaller programmes which will have to be consolidated through consultation. It is expected that the consolidation process will provide distinctive work plans for the two divisions under the Ministry of Health and Family Welfare. For the time being, the NSSS Action Plans for these two divisions are given in the following two sections.

14.1 Health Services Division

Vision

The vision of the Division is "to promote affordable and quality health services to all".

Mission

To achieve the vision, the Division has the mission "to ensure quality health service for all at an affordable cost by developing the service sectors in health, population and nutrition".

Challenges

The main challenges facing the Division are to ensure maternity health care and nutrition for all who need it. To build up a maternity health insurance system is also a vital issue to be implemented by the Division.

Objectives

The NSSS objective of the Division is to raise the coverage of maternal health care services to all the poor and vulnerable women who need them and to continue the nutrition programmes.

Situation Analysis

Programme Name	NSSS Provision	Present Situation	Gaps
Maternal Health Care	A child's health is intimately linked with the health of the mother at the pregnancy stage. The Government will build on the positive experiences of the Maternal Health Voucher Scheme (MHVS) and expand coverage to all women who need this service, undertaking it in a phased manner. The Ministry of Health and Family Welfare (MoHFW) will prepare a detailed implementation plan along with a specific timeline and detailed programme cost, for approval of the CMC.	Ministry of Health and Family Welfare is implementing the MHVS which has so far been proved effective. But the number of beneficiaries covered by the programme is not adequate. The scheme is not available in all geographic areas.	The coverage need to be expanded in phased manner. The coordination of similar programmes to be done by MoHFW.

	The MoHFW will coordinate supply-side interventions to ensure that the demand for the service financed through MHVS does not go unmet.\n[Para 4.3.2 of NSSS,		
Maternity Insurance	The maternity insurance is to be integrated in the NSIS to be implemented by Financial Institutions Division.\n[Summary, 4.3.2, 4.3.3 of NSSS]	The Ministry of Health and Family Welfare needs to support the integration of maternity insurance in the NSIS.	Ensure the issue.

Action Plans

In order to implement the reform proposals of the NSSS the following time bound activities may be taken up.

No.	Objectives	Activities	Performance Indicators	Timeframe	Responsible Ministry	Shared Responsibility
1.	Maternal Health Care	Make a need assessment for additional coverage	Study report submitted to Cabinet Division	June 2018	Health Services Division (HSD)	Medical Education and Family Welfare Division (MEFW); Ministry of Women and Children Affairs
		Continue increase of coverage by 10%	Number of beneficiaries increased	July 2017 (continue next five years)		
		Coordinate similar programmes by other ministries	Consultations held regularly	December 2017		
2.	Maternity Insurance	Coordinate with FID to incorporate maternity insurance in the NSIS	Information supplied	September 2017	HSD	MEFW, FID
3.	Consolidate Smaller Programmes	Prepare list of programmes to be continued	List sent to GED	July 2017	HSD	MEFW, GED
		Make list of programmes to be scaled up	List sent to GED	July 2017	HSD	MEFW, GED
		Make list of programmes to be phased out	List sent to GED	July 2017	HSD	MEFW, GED
		Review the consolidation proposals	Review prepared	December 2017	HSD	Cabinet Division

No.	Objectives	Activities	Performance Indicators	Timeframe	Responsible Ministry	Shared Responsibility
4.	Improve targeting of beneficiaries	Update manual for selection procedures and disseminate it to people	Circular issued	December 2017	HSD	
		Publish list of beneficiaries online to make it transparent	Instruction given to field offices	Continuous	HSD	
		Follow the BBS database when prepared	Instruction given	January 2018	HSD	
5.	Grievance Redress System	Make arrangement for recording complaints at field level	Instruction issued	Continuous	HSD	
		Create public awareness about facility of central GRS of Cabinet Division	Public meetings held in all upazilas	By July 2018	HSD	
6.	Develop Single Registry MIS	Create online based MIS for all programmes	MIS digitized for all programmes	January 2018	HSD	
		Make the MIS accessible by relevant departments	Inter Departmental arrangement established	July 2018	HSD	
		Link MIS with cash disbursement	MIS linked with financial management database of Finance Division (SPBMU MIS)	December 2018	HSD	
7.	Digitization of cash transfer	Pilot different modalities of G2P	Pilot completed	December 2017	HSD	
		Roll out appropriate format of G2P	G2P rolled out for all programmes	December 2018	HSD	
8.	Enhance results based M&E	Digitize monitoring of programmes	Dashboard established	July 2018	HSD	
		Conduct mid-term and end-term evaluation of programmes	Programmes evaluated regularly	Continuous	HSD	

Key Actions

- Make need assessment for necessary of expansion of the coverage of maternity health.
- Maternity insurance system will be introduced within the framework of the in the NSIS
- Government to Person (G2P) Payments System or Digital Payment system will be rolled out for all cash transfer programme.

14.2 Medical Education and Family Welfare Division

Vision

The vision of the Division is "to promote affordable and quality health services to all".

Mission

To achieve the vision, the Division has the mission "to ensure quality health service for all at an affordable cost by developing the service sectors in health, population and nutrition".

Challenges

The main challenges facing the Division are to ensure maternity health care and nutrition for all who need it. To build up a maternity health insurance system is also a vital issue to be implemented by the Division.

Objectives

The NSSS objective of the Division is to raise the coverage of maternal health care services to all the poor and vulnerable women who need them and to continue the nutrition programmes.

Situation Analysis

Programme Name	NSSS Provision	Present Situation	Gaps
Maternal Health Care	A child's health is intimately linked with the mother at the pregnancy stage. The Government will build on the positive experiences of the Maternal Health Voucher Scheme (MHVS) and expand coverage to all women who need this service, undertaking it in a phased manner. The Ministry of Health and Family Welfare (MoHFW) will prepare a detailed implementation plan along with a specific timeline and detailed programme cost, for approval of the CMC. The MoHFW will coordinate supply-side interventions to ensure that the demand for the service financed through MHVS	Ministry of Health and Family Welfare is implementing the MHVS which has so far been proved as effective. But the number of beneficiaries covered by the programme is not adequate. The scheme is not available in all geographic areas.	The coverage need to be expanded in phased manner. The coordination of similar programmes to be done by MoHFW.
Maternity Insurance	The maternity insurance is to be integrated in the NSIS to be implemented by Financial Institutions Division. [Summary, 4.3.2, 4.3.3 of NSSS]	The Ministry of Health and Family Welfare needs to support the integration of maternity insurance in the NSIS.	Ensure the issue.

Action Plans

In order to implement the reform proposals of the NSSS the following time bound activities may be taken up.

No.	Objectives	Activities	Performance Indicators	Timeframe	Responsible Ministry	Shared Responsibility
1.	**Maternal Health Care**	Make a need assessment for additional coverage	Study report submitted to Cabinet Division	June 2018	Medical Education and Family Welfare (MEFW)	HSD, Ministry of Women and Children Affairs
		Continue increase of coverage by 10%	Number of beneficiaries increased	July 2017 (continue next five years)		
		Coordinate similar programmes by other ministries	Consultations held regularly	December 2017		
2.	**Maternity Insurance**	Coordinate with FID to incorporate maternity insurance in the NSIS	Information supplied	September 2017	MEFW	HSD, FID
3.	**Consolidate Smaller Programmes**	Prepare list of programmes to be continued	List sent to GED	July 2017	MEFW	HSD, GED
		Make list of programmes to be scaled up	List sent to GED	July 2017	MEFW	HSD, GED
		Make list of programmes to be phased out	List sent to GED	July 2017	MEFW	HSD, GED
		Review the consolidation proposals	Review prepared	December 2017	MEFW	Cabinet Division
4.	**Improve targeting of beneficiaries**	Update manual for selection procedures and disseminate it to people	Circular issued	December 2017	MEFW	
		Publish list of beneficiaries online to make it transparent	Instruction given to field offices	Continuous	MEFW	
		Follow the BBS database when prepared	Instruction given	January 2018	MEFW	

No.	Objectives	Activities	Performance Indicators	Timeframe	Responsible Ministry	Shared Responsibility
5.	**Grievance Redress System**	Make arrangement for recording complaints at field level	Instruction issued	Continuous	MEFW	
		Create public awareness about facility of central GRS of Cabinet Division	Public meetings held in all upazilas	By July 2018	MEFW	
6.	**Develop Single Registry MIS**	Create online based MIS for all programmes	MIS digitized for all programmes	January 2018	MEFW	
		Make the MIS accessible by relevant departments	Inter Departmental arrangement established	July 2018	MEFW	
		Link MIS with cash disbursement	MIS linked with financial management database of Finance Division (SPBMU MIS)	December 2018	MEFW	
7.	**Digitization of cash transfer**	Pilot different modalities of G2P	Pilot completed	December 2017	MEFW	
		Roll out appropriate format of G2P	G2P rolled out for all programmes	December 2018	MEFW	
8.	**Enhance results based M&E**	Digitize monitoring of programmes	Dashboard established	July 2018	MEFW	
		Conduct mid-term and end-term evaluation of programmes	Programmes evaluated regularly	Continuous	MEFW	

Key Actions

- In coordination with the Health Service Division make need assessment for necessary of expansion of the coverage of maternity health.

- Maternity insurance system will be introduced within the framework of the in the NSIS

- Government to Person (G2P) Payments System or Digital Payment system will be rolled out for all cash transfer programme.

15. Local Government Division

Background

Local Government Division is an important unit of the government, charged to enhance local governance and socio-economic development of the people, both in urban and rural areas. The Division is involved in implementation of different social security schemes by itself and also supports other ministries in rolling out their programmes in the field.

Vision

The vision of the Division is "to establish participatory and effective local governance".

Mission

To achieve the vision, the Division has the mission "to improve living standard of people by strengthening local government system, rural and urban infrastructural development and implementation of socio economic programmes".

Challenges

One of the challenges of the Division is to consolidate its workfare programmes in collaboration with other ministries, especially with the Ministry of Disaster Management and Relief. Other important issues include improvement of the targeting process and establishment of a grievance redress mechanism at the grassroots level.

Objectives

The National Social Security Strategy envisages that the Local Government Division will assume responsibilities related to supporting targeting the beneficiaries of social security programmes, following a community participation approach, providing support in resolving grievances and disputes related to implementation of social security programmes and assisting monitoring and evaluation of programmes. To consolidate workfare programmes is another important task.

Situation Analysis

Programme Name	NSSS Provision	Present Situation	Gaps
Strengthen Workfare Programmes	The NSSS provides that all the workfare programmes will be consolidated to minimize operational costs. Most of the food based (if any) workfare programmes are to be converted into cash based programmes. [Para 4.3.2, 4.6 of NSSS]	The Local Government Division has a number of workfare programmes, including RERMP. Under the programme, cash incentives are given. The Local Government Division has major programmes for workfare. There is hardly any mechanism to coordinate workfare programmes with other ministries.	Consolidation of workfare programmes and inter-ministerial cooperation needs to be enhanced.
Strengthen urban social security	The NSSS identifies that the rapid socio-economic development has been accompanied by an equally rapid urbanization. The urban poverty rate is lower than that of rural areas. However, there is still a big segment of people in urban areas who live in abject poverty.	Different ministries have urban focused programmes. Some programmes have urban components. But overall, social security required for urban poor people needs to be ensured.	There is a gap in terms of coverage matching the requirement for urban social security.

Programme Name	NSSS Provision	Present Situation	Gaps
	The problem has been aggravated due to the difficulty in operating social security programmes in urban areas. The issue of urban social security has not been adequately recognized. Special measures should be taken to ensure that urban poor households have similar access to social security as the rural poor. [Summary, Para 4.5 of NSSS]		
Improve targeting, Grievance Redress System (GRS) and M&E	According to the NSSS the Local Government Division is to support all the ministries in improving targeting and GRS. [Figure 6.1, 6.3.1 of NSSS]	The Local Government Division, through the involvement of Union Parishads, is supporting different ministries in rolling out their programmes in the field. During the NSSS reform process, the LGD has to sensitize public representatives so that they follow the updated system of targeting and GRS.	There are a lot of loopholes in targeting. The grievance redress mechanism at the local level is not strong. These should be strengthened.

Action Plans

In order to implement the reform proposals of the NSSS the following time bound activities may be taken up.

No.	Objectives	Activities	Performance Indicators	Timeframe	Responsible Ministry	Shared Responsibility
1.	**Consolidation of workfare programmes**	Coordinate with MoDMR to explore possibility of merging programmes	Review report sent to Cabinet Division	July 2017	Local Government Division (LGD)	MoDMR
2.	**Support measures to tackle the challenge of Urban Social Security**	Conduct a study on the need of social security in urban areas	Study report sent to Cabinet Division	December 2017	LGD	Cabinet Division, GED
3.	**Scale up SWAPNO Project**	Introduce the project in 200 Upazilas	Number of Upazilas of SWAPNO project extended	July 2017	LGD	Finance Division, UNDP
4.	**Provide assistance in targeting**	Support publishing beneficiary lists for all programmes	Lists displayed in UP	Continuous	LGD	Line ministries

No.	Objectives	Activities	Performance Indicators	Timeframe	Responsible Ministry	Shared Responsibility
5.	Provide operational support for GRS	Instruct the UDCs to receive grievances and forward to UNO office	The UDCs sensitized	March 2017	LGD	Cabinet Division
		Maintain a register for grievances received and forwarded	Registers maintained	March 2017 onward	LGD	
6.	Support establishment of M&E framework	Provide relevant data on social security programmes regularly	Data received regularly	Continuous	LGD	GED
7.	Consolidate Smaller Programmes	Prepare list of programmes to be continued	List sent to GED	July 2017	LGD	GED
		Make list of programmes to be scaled up	List sent to GED	July 2017	LGD	GED
		Make list of programmes to be phased out	List sent to GED	July 2017	LGD	GED
		Review the consolidation proposals	Review prepared	December 2017	LGD	Cabinet Division
8.	Improve targeting of beneficiaries	Update manual for selection procedures and disseminate it to people	Circular issued	December 2017	LGD	
		Publish list of beneficiaries online to make it transparent	Instruction given to field offices	Continuous	LGD	
		Follow the BBS database when prepared	Instruction given	January 2018	LGD	
9.	Grievance Redress System	Make arrangement for recording complaints at field level	Instruction issued	Continuous	LGD	
		Create public awareness about facility of central GRS of Cabinet Division	Public meetings held in all upazilas	By July 2018	LGD	

No.	Objectives	Activities	Performance Indicators	Timeframe	Responsible Ministry	Shared Responsibility
10.	**Develop Single Registry MIS**	Create online based MIS for all programmes	MIS digitized for all programmes	January 2018	LGD	
		Make the MIS accessible by relevant departments	Inter Departmental arrangement established	July 2018	LGD	
		Link MIS with cash disbursement	MIS linked with financial management database of Finance Division (SPBMU MIS)	December 2018	LGD	
11.	**Digitization of cash transfer**	Pilot different modalities of G2P	Pilot completed	December 2017	LGD	
		Roll out appropriate format of G2P	G2P rolled out for all programmes	December 2018	LGD	
12.	**Enhance results based M&E**	Digitize monitoring of programmes	Dashboard established	July 2018	LGD	
		Conduct mid-term and end-term evaluation of programmes	Programmes evaluated regularly	Continuous	LGD	

Key Actions

- Coordinate with MoDMR to explore possibility of merging programmes
- Conduct a study on the need of social security in urban areas
- Roll out the SWAPNO project in at least 200 Upazilas
- Government to Person (G2P) Payments System or Digital Payment system will be rolled out for all cash transfer programme.

16. Rural Development & Cooperatives Division

Background

The Rural Development and Cooperatives Division undertakes different programmes for rural development by a range of activities including rural employment generation, skill development, research and formulation of relevant rules and policies.

Vision

The Division has the vision of a socio-economically developed Bangladesh.

Mission

To achieve the vision, the Division has the mission to eradicate poverty by means of cooperatives and integrated rural development activities, as well as research.

Challenge

Eradication of rural poverty is still a great challenge for the country. One of the main causes of rural poverty is unemployment or rather under-employment. Rural poverty has to be reduced by means of labour and livelihood interventions and the poor have to be 'graduated' from poverty.

Objective

The NSSS objective for the Rural Development and Cooperatives Division is to assist rural poor people to move out of poverty by facilitating income generating activities.

Situation Analysis

Programme Name	NSSS Provision	Present Situation	Gaps
Graduation programmes	Given the dire circumstances of the extreme poor, consideration will need to be given to progressive but substantive scaling up of 'graduation' programmes that offer real and direct income earning opportunities and formal and informal work to the poorest, alongside complementary activities that provide poor people with a means to lift themselves out of extreme poverty. However, care should be taken so that the graduation is not premature, as this would put people in real trouble.	The Rural Development and Cooperatives Division has a great intervention for poverty reduction. The programme is called 'One House - One Farm'. This is one of the prioritized initiatives of the Honourable Prime Minister. Measures are underway to increase the number of beneficiaries.	The programmes need to be further scaled up.

Action Plans

In order to implement the reform proposals of the NSSS the following time bound activities may be taken up.

No.	Objectives	Activities	Performance Indicators	Timeframe	Responsible Ministry	Shared Responsibility
1.	**Scale up 'One House - One Farm' programme**	Increase coverage of the programme by 15% every year	Coverage increased	Continuous (up to 2020)	Rural Development and Cooperatives Division (RD&CD)	Finance Division

No.	Objectives	Activities	Performance Indicators	Timeframe	Responsible Ministry	Shared Responsibility
2.	Consolidate Smaller Programmes	Prepare list of programmes to be continued	List sent to GED	July 2017	RD&CD	GED
		Make list of programmes to be scaled up	List sent to GED	July 2017	RD&CD	GED
		Make list of programmes to be phased out	List sent to GED	July 2017	RD&CD	GED
		Review the consolidation proposals	Review prepared	December 2017	RD&CD	Cabinet Division
3.	Improve targeting of beneficiaries	Update manual for selection procedures and disseminate it to people	Circular issued	December 2017	RD&CD	
		Publish list of beneficiaries online to make it transparent	Instruction given to field offices	Continuous	RD&CD	
		Follow the BBS database when prepared	Instruction given	January 2018	RD&CD	
4.	Grievance Redress System	Make arrangement for recording complaints at field level	Instruction issued	Continuous	RD&CD	
		Create public awareness about facility of central GRS of Cabinet Division	Public meetings held in all upazilas	By July 2018	RD&CD	
5.	Develop Single Registry MIS	Create online based MIS for all programmes	MIS digitized for all programmes	January 2018	RD&CD	
		Make the MIS accessible by relevant departments	Inter Departmental arrangement established	July 2018	RD&CD	
		Link MIS with cash disbursement	MIS linked with financial management database of Finance Division (SPBMU MIS)	December 2018	RD&CD	

6.	Digitization of cash transfer	Pilot different modalities of G2P	Pilot completed	December 2017	RD&CD	
		Roll out appropriate format of G2P	G2P rolled out for all programmes	December 2018	RD&CD	
7.	Enhance results based M&E	Digitize monitoring of programmes	Dashboard established	July 2018	RD&CD	
		Conduct mid-term and end-term evaluation of programmes	Programmes evaluated regularly	Continue	RD&CD	

Key Actions

- Scale up 'One House - One Farm' programme
- Government to Person (G2P) Payments System or Digital Payment system will be rolled out for all cash transfer programme.

17. Ministry of Labour and Employment

Background

Ministry of Labour and Employment is responsible for ensuring labour related laws and overall social security for working people. The Ministry has been assigned by the NSSS a major task of introducing an insurance scheme for the labourers. Thus, the Ministry has a very important profile in terms of social security.

Vision

The vision of the Ministry is to promote welfare of the working-age people, including women.

Mission

To achieve the vision, the Ministry has the mission of enhancing productivity through creation of safe work environments, maintaining peaceful labour relations and development of a skilled labour force.

Challenges

A main challenge facing the Ministry is to ensure social security of the workers by executing the Labour Act 2006.

Objectives

The NSSS objective for the Ministry of Labour and Employment is to build up a social insurance for workers and thereby tackle their socio-economic risks and vulnerability.

Situation Analysis

Programme Name	NSSS Provision	Present Situation	Gaps
Social insurance for the employees	The NSSS provides that the proposed National Social Insurance Scheme (NSIS) would incorporate unemployment insurance. A study on the NSIS is to be commissioned. The Ministry of Labour and Employment would coordinate with the Financial Institutions Division to complete the study on this part. The plan is to be submitted to the Cabinet Division for approval. [Para 4.3 of NSSS]	The Ministry of Labour and Employment has some fragmented initiatives to provide insurance support to the private sector employees. It is yet to take up any comprehensive plan for employee insurance.	The possibility of unemployment insurance needs to be evaluated by conducting a study. Mechanism to cover accidents and other professional hazards are also to be created. The insurance will be in the organized sectors on occupational basis.
Child day-care services at workplaces	The Labour Act (2006) stipulates that all employers with more than 40 employees will provide childcare services for both female and male employees. The NSSS suggests that the Ministry of Women and Children Affairs would ensure that. The Ministry of Labour and Employment, being the owner of the Labour Act, 2006 has to play a vital role in this regard. [Para 2.5.4, 3.5 of NSSS]	Some organizations have facilities for child care. It has to be ensured in relevant private sector organizations.	Day care services for children of employees has to be ensured in organizations having 40+ employees.

Action Plans

In order to implement the reform proposals of the NSSS the following time bound activities may be taken up.

No.	Objectives	Activities	Performance Indicators	Timeframe	Responsible Ministry	Shared Responsibility
1.	**Unemployment insurance scheme is to be initiated**	Conduct study on possible options of unemployment insurances	Study report submitted to the FID and Cabinet Division	December 2017	Ministry of Labour and Employment	FID
		Introduce unemployment insurance on pilot basis	Unemployment insurance introduced in selected organizations	July 2018		
		Expand unemployment insurance nationwide	Rolled out nationally	July 2019		
2.	**Child care services in the workplaces**	Provide general instructions to the organized sectors	Circulars issued	July 2017	Ministry of Labour and Employment	MoWCA
		Public awareness created	Publicized in media	July 2017		
3.	**Consolidate Smaller Programmes**	Prepare list of programmes to be continued	List sent to GED	July 2017	Ministry of Labour and Employment	GED
		Make list of programmes to be scaled up	List sent to GED	July 2017	Ministry of Labour and Employment	GED
		Make list of programmes to be phased out	List sent to GED	July 2017	Ministry of Labour and Employment	GED
		Review the consolidation proposals	Review prepared	December 2017	Ministry of Labour and Employment	Cabinet Division
4.	**Improve targeting of beneficiaries**	Update manual for selection procedures and disseminate it to people	Circular issued	December 2017	Ministry of Labour and Employment	
		Publish list of beneficiaries online to make it transparent	Instruction given to field offices	Continuous	Ministry of Labour and Employment	
		Follow the BBS database when prepared	Instruction given	January 2018	Ministry of Labour and Employment	

No.	Objectives	Activities	Performance Indicators	Timeframe	Responsible Ministry	Shared Responsibility
5.	Grievance Redress System	Make arrangement for recording complaints at field level	Instruction issued	Continuous	Ministry of Labour and Employment	
		Create public awareness about facility of central GRS of Cabinet Division	Public meetings held in all upazilas	By July 2018	Ministry of Labour and Employment	
6.	Develop Single Registry MIS	Create online based MIS for all programmes	MIS digitized for all programmes	January 2018	Ministry of Labour and Employment	
		Make the MIS accessible by relevant departments	Inter Departmental arrangement established	July 2018	Ministry of Labour and Employment	
		Link MIS with cash disbursement	MIS linked with financial management database of Finance Division (SPBMU MIS)	December 2018	Ministry of Labour and Employment	
7.	Digitization of cash transfer	Pilot different modalities of G2P	Pilot completed	December 2017	Ministry of Labour and Employment	
		Roll out appropriate format of G2P	G2P rolled out for all programmes	December 2018	Ministry of Labour and Employment	
8.	Enhance results based M&E	Digitize monitoring of programmes	Dashboard established	July 2018	Ministry of Labour and Employment	
		Conduct mid-term and end-term evaluation of programmes	Programmes evaluated regularly	Continuous	Ministry of Labour and Employment	

Key Actions

- Introduce unemployment insurance on pilot basis and then roll it out nationally
- Create public awareness for ensuring child care services in the workplaces
- Government to Person (G2P) Payments System or Digital Payment system will be rolled out for all cash transfer programme.

18. Ministry of Expatriates' Welfare and Overseas Employment

Background

The Ministry of Expatriates' Welfare and Overseas Employment (MoEWOE) is responsible for the welfare of migrant workers and their families. It is also responsible for skill development and facilitating overseas employment which is a very important aspect in the socio-economic life of Bangladesh. It not only reduces unemployment of the country but also enriches the economy of the country with increased remittance inflow. Employment empowers migrant workers, especially, female migrant workers and upgrades migrant workers' families economically and socially. Thus, the Ministry plays a very crucial supportive role in enhancing social security for the citizens of the country as envisaged in the NSSS. In the days to come, the role of the MoEWOE in implementing NSSS is likely to be further enhanced.

Vision

Socio-economic development of the country through expanding overseas employment opportunities, ensuring safe migration, protecting the rights of migrant workers and enhancing welfare for migrant workers and their families.

Mission

Development of migration management in order to create a skilled workforce through training commensurate with the demands of the global labour markets, enhancement of opportunities for overseas employment, protection of the rights and interests of migrant workers, enhancement of welfare of migrant workers and their families and ensuring of safe and orderly migration.

Challenges

Every year a huge number of working people, both male and female, enter our job market. Bangladesh's economy cannot accommodate all of them in the domestic labour market. Besides, a good number of aspirant migrants do not have appropriate skills required for entering the global labour markets. Therefore, creation of overseas employment for the aspirant migrants, skill development, ensuring and protection of the rights, interests and welfare of migrant workers and their families are the main challenges of the Ministry of Expatriates' Welfare and Overseas Employment.

Objectives

The NSSS objectives of the Ministry are to explore overseas employment opportunities for the aspirant migrants, develop skills, protection of the rights and interests of migrant workers, and ensuring of welfare and social security of migrant workers and their families.

Situation Analysis

Programme Name	NSSS Provision	Present Situation	Gaps
Overseas employment, safe and orderly migration and welfare of migrant workers and their families.	The NSSS indicates that one source of idiosyncratic shocks of people is loss of employment. This happens in case of overseas employees. They often become jobless and are forced to return to Bangladesh. They need special social security support. Their family members need support in their absence.	The Ministry of Expatriates' Welfare and Overseas Employment has great contribution in exploring jobs for Bangladeshi workers in the overseas market. Presently, more than 10 million people are in overseas employment, reducing pressure in the local job market. The Ministry has programmes (training programmes on housekeeping, driving,	Mandatory insurance coverage for all aspirant migrant workers needs to be ensured.

Programme Name	NSSS Provision	Present Situation	Gaps
	The migrant workers are financially solvent to pay for their future social security. Systems should be there to facilitate their participation in social insurance programmes for them and their family.	and other technical trades and for garment workers) for skills development of the aspirant migrant workers commensurate with global demand. For the migrant workers (deceased and disabled) and their family members, the Ministry has some social allowance programmes (financial supports/assistances/benefits).The Ministry has also taken initiatives for mandatory insurance coverage for all aspirant migrant workers.	

Action Plans

In order to implement the reform proposals of the NSSS the following time-bound activities may be taken up.

No.	Objectives	Activities	Performance Indicators	Timeframe	Responsible Ministry	Shared Responsibility
01.	Strengthen social allowance (financial supports/ assistances/ benefits) for migrant workers and their family members.	Increase the number of social allowance programmes for migrant workers and their family members.	Increased Number of programmes. Increased number of beneficiaries.	Continuous	Ministry of Expatriates' Welfare and Overseas Employment (MoEWOE)	
02.	Mandatory insurance coverage for all migrant workers.	Issue a circular for providing mandatory insurance coverage for all migrant workers.	Issued circular	December 2017	MoEWOE	MOF(BD)
03	Enhance skills development and obtain international standard of skills and accreditation	Institutional capacity building by establishing new TTCs (Technical Training Centre) and IMTs (Institution of Marine Technology)	Established TTCs and IMTs	Continuous	MoEWOE	MOE MOF
		Enhance skills development of migrant workers (both men and women) through providing training in various trades	Provided training for migrant workers (both men and women)	Continuous	MoEWOE	MOE MOF

No.	Objectives	Activities	Performance Indicators	Timeframe	Responsible Ministry	Shared Responsibility
		Enhance capability through providing training of the trainers. Liaise and collaborate with reputed international training centres by signing MOUs for obtaining international standard of skills and accreditation	Provided training for trainers. signed MOUs with reputed international training centres.	Continuous	MoEWOE	MOE MOF
		Identify new sectors of overseas employment and training.	Identified new sectors of overseas employment and training	Continuous	MoEWOE	MOFA
04.	Consolidate Smaller Programmes and Activities	Prepare list of programmes and Activities to be continued	List sent to GED	December 2017	MoEWOE	GED
		Make list of programmes and Activities to be scaled up	List sent to GED	December 2017	MoEWOE	GED
		Make list of programmes and Activities to be phased out	List sent to GED	December 2017	MoEWOE	GED
		Review the consolidation proposals	Review prepared	March	MoEWOE	Cabinet Division
05.	Improve targeting of beneficiaries	Introduce manual for selection procedures and disseminate it to people	Manual disseminated	March 2018	MoEWOE	
		Publish list of beneficiaries online to make it transparent	List of beneficiaries published	Continuous	MoEWOE	
		Follow the BBS database when prepared	Instruction given	March 2018	MoEWOE	MOP (BBS)
06.	Establish safe, orderly and responsible labour migration administration	Modification of Acts, Rules and Regulations to ensure safe, orderly and responsible labour migration administration	Modification of Acts, Rules and Regulations completed	December 2018	MoEWOE	
		Reorganize BMET (Bureau of Manpower, Employment and Training) for better migration management	BMET's organizational structure reorganized	December 2019	MoEWOE	

No.	Objectives	Activities	Performance Indicators	Timeframe	Responsible Ministry	Shared Responsibility
07.	Grievance Redress System	Make arrangement for recording complaints centrally and at field level	Instruction issued	March 2018	MoEWOE	
		Create public awareness about facility of central GRS of Cabinet Division	Public meetings held in all Upazilas	Continuous	MoEWOE	
08.	Develop Single Registry MIS	Create online based MIS for all programmes and Activities	MIS digitized for all programmes	December 2019	MoEWOE	
		Make the MIS accessible by relevant departments	Inter departmental arrangement established	January 2020	MoEWOE	
		Link MIS with cash disbursement	MIS linked with bank database	June 2020	MoEWOE	
09.	Digitization of cash transfer	Pilot different modalities of G2P	Pilot completed	July 2019	MoEWOE	
		Roll out appropriate format of G2P	G2P rolled out for all programmes and Activities	June 2020	MoEWOE	
10.	Enhance results based M&E	Digitize monitoring of programmes and Activities	Dashboard established	December 2019	MoEWOE	
		Conduct mid-term and end-term evaluation of programmes and Activities	Programmes and Activities evaluated regularly	Continuous	MoEWOE	Cabinet

Key Actions

- Increase the number of social allowance programmes for migrant workers and their family members.
- Introduce mandatory insurance coverage for all migrant workers.
- Enhance skills development and obtain international standard of skills and accreditation.
- Government to Person (G2P) Payments System or Digital Payment system will be rolled out for all cash transfer programme.

19. Ministry of Youth and Sports

Background

The Ministry of Youth and Sports is assigned with the responsibility of dealing with youth development and sports issues in Bangladesh. Skill development of the youth to accelerate youth empowerment is a prime focus of the Ministry. All the citizens aged from 18 to 35 years are considered youth in the country. Engaging them in nation-building activities by harnessing their talent through skill and motivational training is of paramount importance. The Ministry strives to tap the young potential and thus contributes to achievement of national strategic goals.

Vision

The vision of the Ministry is to create a skilled youth force for national development; with sports for recreation and health.

Mission

The Ministry's mission is to create skilled and productive youth by training and by developing training infrastructure, and to achieve excellence in sports at national and international levels.

Challenge

The NSSS challenge for the Ministry is to ensure welfare and empowerment of the vulnerable segments of the youth.

Objective

One of the objectives of the Ministry is to implement skill development programmes for young men and women to make sure that they become human resource for the country. Thus, the NSSS emphasizes the need for strengthening programmes for the youth. There is a growing concern about welfare of this segment of the Bangladesh population. Many young people are school drop-outs, while a significant number of them complete secondary or higher secondary education but are unemployed or under-employed. The most important policy challenge for such young women and men is to put in place adequate institutional and other arrangements both for training them in marketable skills and for effectively linking them to employment in the country or outside. This is a long-term challenge for the Government, and numerous efforts are made to address this. The Government also attaches importance to collaborating with development partners and NGOs in undertaking focused training programmes to equip the youth with skills that would help them access the labour market both at home and abroad.

Situation Analysis

Programme Name	NSSS Provision	Present Situation	Gaps
Skill development programme for young men and women	The NSSS emphasizes the need for strengthening programmes for the youth, i.e. the people belonging to the age- group 18 to 35 years. There is a growing concern about welfare of this segment of the Bangladesh population. Many young people are school drop-outs, while a significant number of them complete secondary or higher secondary education but are unemployed or under-employed.	The Ministry of Youth and Sports has a number of programmes for the youth development. Programmes for skills development are conducted also by other ministries, including Ministry of Education, Ministry of Women and Children Affairs, etc. To equip the youth with skills and help their empowerment is an important responsibility of the Ministry. As part of the Government's commitment to empowering citizens through skills development and employment,	To enhance skill development programmes for the young men and women It is necessary to take motivational programmes for the youths to stop school drop-outs.

Programme Name	NSSS Provision	Present Situation	Gaps
	The most important policy challenge for such young women and men is to put in place adequate institutional and other arrangements both for training them in marketable skills and for effectively linking them to employment in the country or outside. This is a long-term challenge for the Government, and numerous efforts are made to address this. The Government also attaches importance to collaborating with development partners and NGOs in undertaking focused training programmes to equip the youth with skills that would help them to access the labour market both at home and abroad. [Para 4.3.2 of NSSS]	the National Service Programme was introduced in 2009 -2010. The unemployed youth who have passed HSC or equivalent and are in the age-range of 24 to 35 years qualify for the National Service Programme. After enrolment, they get three-month training and are after that attached to different government offices or institutions for 24 months. They receive one hundred taka a day during training and two hundred taka a day during temporary employment. Two thousand taka out of six thousand that is payable monthly to everyone in temporary employment is deposited in their individual bank accounts and is paid to them on completion of the two-year employment. The savings act as a financial assistance for them to start any economic activity. 64 Upazilas of 28 districts have already come under this programme. Upazilas are selected on the basis of their position on the Poverty Map produced by BBS. So far, 1,13,959 youths were trained and 1,11,625 temporarily employed. Around 40 per cent of those trained and employed are women. The National Service Programme will gradually be extended to all Upazilas of the country.	

Action Plans

In order to implement the reform proposals of the NSSS the following time bound activities may be taken up.

No.	Objectives	Activities	Performance Indicators	Timeframe	Responsible Ministry	Shared Responsibility
1.	**Skill development programme for young men and women**	Increase training programmes for youth	Training of young men increased	Continuous	Ministry of Youth and Sports (MoY&S)	Ministry of Education
			Training of young women increased	Continuous		

No.	Objectives	Activities	Performance Indicators	Timeframe	Responsible Ministry	Shared Responsibility
2.	**Consolidate Smaller Programmes**	Prepare list of programmes to be continued	List sent to GED	July 2017	MoY&S	GED
		Make list of programmes to be scaled up	List sent to GED	July 2017	MoY&S	GED
		Make list of programmes to be phased out	List sent to GED	July 2017	MoY&S	GED
		Review the consolidation proposals	Review prepared	December 2017	MoY&S	Cabinet Division
3.	**Improve targeting of beneficiaries**	Update manual for selection procedures and disseminate it to people	Circular issued	December 2017	MoY&S	
		Publish list of beneficiaries online to make it transparent	Instruction given to field offices	Continuous	MoY&S	
		Follow the BBS database when prepared	Instruction given	January 2018	MoY&S	
4.	**Grievance Redress System**	Make arrangement for recording complaints at field level	Instruction issued	Continuous	MoY&S	
		Create public awareness about facility of central GRS of Cabinet Division	Public meetings held in all upazilas	By July 2018	MoY&S	
5.	**Develop Single Registry MIS**	Create online based MIS for all programmes	MIS digitized for all programmes	January 2018	MoY&S	
		Make the MIS accessible by relevant departments	Inter Departmental arrangement established	July 2018	MoY&S	
		Link MIS with cash disbursement	MIS linked with financial management database of Finance Division (SPBMU MIS)	December 2018	MoY&S	

No.	Objectives	Activities	Performance Indicators	Timeframe	Responsible Ministry	Shared Responsibility
6.	**Digitization of cash transfer**	Pilot different modalities of G2P	Pilot completed	December 2017	MoY&S	
		Roll out appropriate format of G2P	G2P rolled out for all programmes	December 2018	MoY&S	
7.	**Enhance results based M&E**	Digitize monitoring of programmes	Dashboard established	July 2018	MoY&S	
		Conduct mid-term and end-term evaluation of programmes	Programmes evaluated regularly	Continuous	MoY&S	

Key Actions

- Increase training programmes for youth
- Government to Person (G2P) Payments System or Digital Payment system will be rolled out for all cash transfer programme.

20. Ministry of Liberation War Affairs

Background

The Ministry of Liberation War Affairs has been established in 2001 with the responsibility of providing various benefits to the freedom fighters, preserving history and memories of the liberation war and developing new infrastructure as memorial of the war.

Vision

The vision of the Ministry is that "the ideals and sprit of the great liberation war is upheld and the welfare of the freedom fighters and their descendants is ensured".

Mission

The NSSS mission of the Ministry is to ensure the welfare of the heroic freedom fighters and their dependents by creating safety nets for them.

Challenge

The main challenge for the Ministry is to continue social security programmes for the freedom fighters and their dependents.

Objectives

The NSSS objective of the Ministry is to consolidate social security programmes for all the freedom fighters and their descendants.

Situation Analysis

Programme Name	NSSS Provision	Present Situation	Gaps
Freedom Fighters' Benefit Programme	The special programmes relate to the Government's commitment to support the freedom fighters and their families. These programmes for freedom fighters will be maintained and consolidated under one scheme called the Freedom Fighters' Benefit Programme. NSSS also suggests that the benefit will be adjusted in real terms. [Para 4.8 of NSSS]	Regarding the special programmes for the freedom fighters, there are two main programmes, such as construction of residences for landless and insolvent freedom fighters, and honorarium for all freedom fighters. 1. Residences for landless and insolvent freedom fighters: (Allocation in thousand Tk.)	Consolidate all the fragmented programmes for freedom fighters into a single programme.

1. Residences for landless and insolvent freedom fighters: (Allocation in thousand Tk.)

Allocation	Target (Number of residences)	Achievement
2711200	2971	2713

2. Honorarium for freedom fighters: (Allocation in thousand Tk.)

Allocation (FY 2016-17)	Target (Number)	Achievement (Number of beneficiaries)
2711200	2971	2713

Programme Name	NSSS Provision	Present Situation	Gaps
		3. Honorarium for war wounded and martyred families: (Allocation in thousand Tk.)	
		<table><tr><td>Allocation (FY 2016-17)</td><td>Target (Number)</td><td>Achievement (Number of beneficiaries)</td></tr><tr><td>3176504</td><td>7149</td><td>6953</td></tr></table>	
		4. Honorarium for awarded freedom fighters: (Allocation in thousand Tk.)	
		<table><tr><td>Allocation (FY 2016-17)</td><td>Target (Number)</td><td>Achievement (Number of beneficiaries)</td></tr><tr><td>212400</td><td>676</td><td>587</td></tr></table>	
		5. Microcredit for freedom fighters and their descendants: (Allocation in thousand Tk.)	
		<table><tr><td>Allocation (FY 2016-17)</td><td>Target (Number)</td><td>Achievement (Number of beneficiaries)</td></tr><tr><td>375000</td><td>2100</td><td>1304</td></tr></table>	
		6. Medical grants for war wounded freedom fighters: (Allocation in thousand Tk.)	
		<table><tr><td>Allocation (FY 2016-17)</td><td>Target (Number)</td><td>Achievement (Number of beneficiaries)</td></tr><tr><td>25000</td><td>350</td><td>296</td></tr></table>	
		7. Ration facilities for war wounded and martyrs' family: (Allocation in thousand Tk.)	
		<table><tr><td>Allocation (FY 2016-17)</td><td>Target (Number)</td><td>Achievement (Number of beneficiaries)</td></tr><tr><td>325000</td><td>5500</td><td>3914</td></tr></table>	
		8. Bangabandhu student stipend: (Allocation in thousand Tk.)	
		<table><tr><td>Allocation (FY 2016-17)</td><td>Target (Number)</td><td>Achievement (Number of beneficiaries)</td></tr><tr><td>69000</td><td>2350</td><td>1720</td></tr></table>	

Action Plans

In order to implement the reform proposals of the NSSS the following time bound activities may be taken up.

No.	Objectives	Activities	Performance Indicators	Timeframe	Responsible Ministry	Shared Responsibility
1.	Continue Freedom Fighters' Benefit Programme	To update database of beneficiaries	Data base updated	Continuous	Ministry of Liberation War Affairs (MoLWA)	Cabinet Division, MoPA, MoSW & Finance Division
		To maintain benefit value in terms of growth in GDP ratio	The transfer value increased with GDP growth	Continuous		
2.	Consolidate smaller programmes	Prepare list of programmes to be continued	List sent to Cabinet Division	August 2017	MoLWA	GED, LGED & PWD
		Make list of programmes to be scaled up	List sent to Cabinet Division	August 2017	MoLWA	GED, LGED & PWD
		Make list of programmes to be phased out	List sent to Cabinet Division	August 2017	MoLWA	GED, LGED, PWD & IMED
		Review the consolidation proposals	Review prepared	December 2017	MoLWA	Cabinet Division
3.	Improve targeting of beneficiaries	Update manual for selection procedures and disseminate it to people	Circular issued	December 2017	MoLWA	Cabinet Division & Finance Division
		Publish list of beneficiaries online to make it transparent	Instruction given to field offices	Continuous	MoLWA	PMO (a2i) & Bangladesh Computer Council (BCC)
		Follow the BBS database when prepared	Instruction given	June 2018	MoLWA	Statistics and Information Division (SID)
4.	Grievance Redress System	Make arrangement for recording complaints at field level	Instruction issued	Continuous	MoLWA	Cabinet Division, MoPA & MoSW
		Create public awareness about facility of central GRS of Cabinet Division	Public meetings held in all upazilas	By July 2018	MoLWA	Cabinet Division, MoPA & MoSW

No.	Objectives	Activities	Performance Indicators	Timeframe	Responsible Ministry	Shared Responsibility
5.	**Develop Single Registry MIS**	Create online based MIS for all programmes	MIS digitized for all programmes	January 2018	MoLWA	Cabinet Division
		Make the MIS accessible by relevant departments	Inter Departmental arrangement established	July 2018	MoLWA	Cabinet Division
		Link MIS with cash disbursement	MIS linked with financial management database of Finance Division (SPBMU MIS)	December 2018	MoLWA	Cabinet Division
6.	**Digitization of cash transfer**	Pilot different modalities of G2P	Pilot completed	December 2017	MoLWA	Financial Institutions Division (FID), Finance Division & PMO (a2i)
		Roll out appropriate format of G2P	G2P rolled out for all programmes	December 2018	MoLWA	
7.	**Enhance results based M&E**	Digitize monitoring of programmes	Dashboard established	July 2018	MoLWA	PMO (a2i)
		Conduct mid-term and end-term evaluation of programmes	Programmes evaluated regularly	Continuous	MoLWA	IMED

Key Actions

- Continue Freedom Fighters' Benefit Programme by updating beneficiary database.
- Government to Person (G2P) Payments System or Digital Payment system will be rolled out for all cash transfer programme.

21. Ministry of Chittagong Hill Tracts

Background

The Ministry of Chittagong Hill Tracts has been established in 1998 to expedite the socio-economic development of the people of the Chittagong Hill Tracts (CHT) Region.

Vision

The vision of the Ministry is to create a peaceful and prosperous Chittagong Hill Tracts.

Mission

The Ministry has a mission to ensure socio-economic, political and educational rights of the CHT people by implementing social welfare programmes.

Challenge

The NSSS challenge for the ministry is to overcome the existing food poverty of the people of the Chittagong Hill Tracts region.

Objectives

The NSSS objective for the ministry is to ensure food security for the people of CHT.

Situation Analysis

Programme Name	NSSS Provision	Present Situation	Gaps
Food Security for CHT people	Most people of ethnic communities in the CHT face food insecurity during the year. The prevalence of absolute poor and hard-core poor among people of ethnic communities is 65 per cent and 44 per cent respectively. Households of ethnic communities living below the lower and the upper poverty line are 78 per cent and 89 per cent respectively. Therefore, the NSSS proposes to take up programmes to ensure food security for the ethnic communities of CHT. [Para 2.3.2 of NSSS]	The Ministry of CHT Affairs has a number of food transfer programmes for the people of the CHT. There are some places where food transfer is the best solution to tackle food poverty. However, the NSSS emphasizes that cash transfer is to be preferred, where possible. In consideration of development in ITC, there is possibility of introducing cash transfer programmes.	Food transfer programmes need to be converted to cash transfer programmes where applicable. Beneficiary coverage is to be increased.

Action Plans

In order to implement the reform proposals of the NSSS the following time bound activities may be taken up.

No.	Objectives	Activities	Performance Indicators	Timeframe	Responsible Ministry	Shared Responsibility
1.	**Strengthen food security programmes in CHT**	Increase coverage	Increase of programmes by 10% annually	Continuous for 5 years	Ministry of CHT Affairs	Ministry of Food

No.	Objectives	Activities	Performance Indicators	Timeframe	Responsible Ministry	Shared Responsibility
		Gradually shift to cash transfer programmes as per discussion with stakeholders	A plan for shifting prepared	January 2018		
			The plan implemented	July 2018		
2.	Consolidate Smaller Programmes	Prepare list of programmes to be continued	List sent to GED	July 2017	Ministry of CHT Affairs	GED
		Make list of programmes to be scaled up	List sent to GED	July 2017	Ministry of CHT Affairs	GED
		Make list of programmes to be phased out	List sent to GED	July 2017	Ministry of CHT Affairs	GED
		Review the consolidation proposals	Review prepared	December 2017	Ministry of CHT Affairs	Cabinet Division
3.	Improve targeting of beneficiaries	Update manual for selection procedures and disseminate it to people	Circular issued	December 2017	Ministry of CHT Affairs	
		Publish list of beneficiaries online to make it transparent	Instruction given to field offices	Continuous	Ministry of CHT Affairs	
		Follow the BBS database when prepared	Instruction given	January 2018	Ministry of CHT Affairs	
4.	Grievance Redress System	Make arrangement for recording complaints at field level	Instruction issued	Continuous	Ministry of CHT Affairs	
		Create public awareness about facility of central GRS of Cabinet Division	Public meetings held in all upazilas	By July 2018	Ministry of CHT Affairs	
5.	Develop Single Registry MIS	Create online based MIS for all programmes	MIS digitized for all programmes	January 2018	Ministry of CHT Affairs	
		Make the MIS accessible by relevant departments	Inter Departmental arrangement established	July 2018	Ministry of CHT Affairs	
		Link MIS with cash disbursement	MIS linked with financial management database of Finance Division (SPBMU MIS) where applicable	December 2018	Ministry of CHT Affairs	

No.	Objectives	Activities	Performance Indicators	Timeframe	Responsible Ministry	Shared Responsibility
6.	Digitization of cash transfer	Pilot different modalities of G2P	Pilot completed	December 2017	Ministry of CHT Affairs	
		Roll out appropriate format of G2P	G2P rolled out for all programmes where applicable	December 2018	Ministry of CHT Affairs	
7.	Enhance results based M&E	Digitize monitoring of programmes	Dashboard established	July 2018	Ministry of CHT Affairs	
		Conduct mid-term and end-term evaluation of programmes	Programmes evaluated regularly	Continuous	Ministry of CHT Affairs	

Key Actions

- Strengthen food security programmes in CHT.
- Government to Person (G2P) Payments System or Digital Payment system will be rolled out for all cash transfer programme.

22. Ministry of Fisheries and Livestock

Background

Ministry of Fisheries and Livestock is one of the very important ministries from the food and nutrition security aspect of social security. This ministry has different programmes for human development and livelihood interventions.

Vision

The vision of the Ministry is to ensure good quality of sufficient animal protein for all.

Mission

The Ministry has a mission to meet the demand of animal protein by increasing fish and animal products and value addition.

Challenge

The NSSS challenge for this Ministry is to reach out to the fishermen community, suffering from food insecurity arising out of unemployment, during lean seasons.

Objective

The NSSS objective for the Ministry is to provide social security to the fishermen during their seasonal unemployment. The food security programmes taken by this ministry need to be converted to cash transfer, where possible.

Situation Analysis

Programme Name	NSSS Provision	Present Situation	Gaps
Food Security for fishermen	Seasonal unemployment is faced by fishermen communities, due to seasonal variation in the availability of fish, bad weather, and a 2-month ban on the catch of young hilsha fish. During this period, they need special food security programmes. [Para 2.4.1 of NSSS]	The Ministry of Fisheries and Livestock has been creating a database of all bona fide fishermen. An estimated 2 million fishermen will be brought under registration. The Ministry of Disaster Management and Relief implements the VGF programme for fishermen out of work. The registration process would facilitate identification of bona fide poor fishermen.	Proper coordination is required between Ministry of Fisheries and Livestock and MoDMR for organizing programmes for the poor fishermen.

Action Plans

In order to implement the reform proposals of the NSSS the following time bound activities may be taken up.

No.	Objectives	Activities	Performance Indicators	Timeframe	Responsible Ministry	Shared Responsibility
1.	**Strengthen food security for the fishermen**	Ensure registration of all fishermen for their identification	ID card distribution completed	June 2017	Ministry of Fisheries and Livestock	Ministry of Disaster Management and Relief
		Coordinate with MoDMR to operate VGF for fishermen (based on demand)	VGF distributed to only ID card holders	Continuous		

No.	Objectives	Activities	Performance Indicators	Timeframe	Responsible Ministry	Shared Responsibility
2.	**Consolidate Smaller Programmes**	Prepare list of programmes to be continued	List sent to GED	July 2017	Ministry of Fisheries and Livestock	GED
		Make list of programmes to be scaled up	List sent to GED	July 2017	Ministry of Fisheries and Livestock	GED
		Make list of programmes to be phased out	List sent to GED	July 2017	Ministry of Fisheries and Livestock	GED
		Review the consolidation proposals	Review prepared	December 2017	Ministry of Fisheries and Livestock	Cabinet Division
3.	**Improve targeting of beneficiaries**	Update manual for selection procedures and disseminate it to people	Circular issued	December 2017	Ministry of Fisheries and Livestock	
		Publish list of beneficiaries online to make it transparent	Instruction given to field offices	Continuous	Ministry of Fisheries and Livestock	
		Follow the BBS database when prepared	Instruction given	January 2018	Ministry of Fisheries and Livestock	
4.	**Grievance Redress System**	Make arrangement for recording complaints at field level	Instruction issued	Continuous	Ministry of Fisheries and Livestock	
		Create public awareness about facility of central GRS of Cabinet Division	Public meetings held in all upazilas	By July 2018	Ministry of Fisheries and Livestock	
5.	**Develop Single Registry MIS**	Create online based MIS for all programmes	MIS digitized for all programmes	January 2018	Ministry of Fisheries and Livestock	
		Make the MIS accessible by relevant departments	Inter Departmental arrangement established	July 2018	Ministry of Fisheries and Livestock	
		Link MIS with cash disbursement	MIS linked with financial management database of Finance Division (SPBMU MIS)	December 2018	Ministry of Fisheries and Livestock	

No.	Objectives	Activities	Performance Indicators	Timeframe	Responsible Ministry	Shared Responsibility
6.	**Digitization of cash transfer**	Pilot different modalities of G2P	Pilot completed	December 2017	Ministry of Fisheries and Livestock	
		Roll out appropriate format of G2P	G2P rolled out for all programmes	December 2018	Ministry of Fisheries and Livestock	
7.	**Enhance results based M&E**	Digitize monitoring of programmes	Dashboard established	July 2018	Ministry of Fisheries and Livestock	
		Conduct mid-term and end-term evaluation of programmes	Programmes evaluated regularly	Continuous	Ministry of Fisheries and Livestock	

Key Actions

- Strengthen food security programmes for the fishermen.

- Government to Person (G2P) Payments System or Digital Payment system will be rolled out for all cash transfer programme.

23. Ministry of Land

Background

The Ministry of Land is mainly responsible for administration of land related matters. It has a limited range of social security programmes, specially related to provision of land.

Vision

The vision of the Ministry is to create an efficient, transparent and people friendly land management system.

Mission

The Ministry has a mission to ensure the best possible use of land and provide pro-people land services through efficient, modern and sustainable land management.

Challenge

There are many people in the country who are socially excluded due to landlessness. Their marginalization may be overcome by providing them land.

Objective

The NSSS objective for the ministry is to tackle marginalization of landless people.

Situation Analysis

Programme Name	NSSS Provision	Present Situation	Gaps
Allotment of land to landless people	The NSSS identifies landlessness as one of the causes of marginalization. Such type of marginalization should be addressed properly by providing land to the landless. [2.3.2 of NSSS]	The Ministry of Land has some programmes for landless people, such as the Guccha Gram (CVRP) Project, Char Development and Settlement Project, etc.	The programmes need to be further scaled up

Action Plans

In order to implement the reform proposals of the NSSS the following time bound activities may be taken up.

No.	Objectives	Activities	Performance Indicators	Timeframe	Responsible Ministry	Shared Responsibility
1.	Scale up programmes for the landless people	Increase coverage of the programmes	Coverage increased	Continuous	Ministry of Land	
2.	Consolidate Smaller Programmes	Prepare list of programmes to be continued	List sent to GED	July 2017	Ministry of Land	GED
		Make list of programmes to be scaled up	List sent to GED	July 2017	Ministry of Land	GED

No.	Objectives	Activities	Performance Indicators	Timeframe	Responsible Ministry	Shared Responsibility
2.	Consolidate Smaller Programmes	Make list of programmes to be phased out	List sent to GED	July 2017	Ministry of Land	GED
		Review the consolidation proposals	Review prepared	December 2017	Ministry of Land	Cabinet Division
3.	Improve targeting of beneficiaries	Update manual for selection procedures and disseminate it to people	Circular issued	December 2017	Ministry of Land	
		Publish list of beneficiaries online to make it transparent	Instruction given to field offices	Continuous	Ministry of Land	
		Follow the BBS database when prepared	Instruction given	January 2018	Ministry of Land	
4.	Grievance Redress System	Make arrangement for recording complaints at field level	Instruction issued	Continuous	Ministry of Land	
		Create public awareness about facility of central GRS of Cabinet Division	Public meetings held in all upazilas	By July 2018	Ministry of Land	
5.	Develop Single Registry MIS	Create online based MIS for all programmes	MIS digitized for all programmes	January 2018	Ministry of Land	
		Make the MIS accessible by relevant departments	Inter Departmental arrangement established	July 2018	Ministry of Land	
		Link MIS with cash disbursement	MIS linked with financial management database of Finance Division (SPBMU MIS)	December 2018	Ministry of Land	
6.	Digitization of cash transfer	Pilot different modalities of G2P	Pilot completed	December 2017	Ministry of Land	
		Roll out appropriate format of G2P	G2P rolled out for all programmes	December 2018	Ministry of Land	

No.	Objectives	Activities	Performance Indicators	Timeframe	Responsible Ministry	Shared Responsibility
7.	**Enhance results based M&E**	Digitize monitoring of programmes	Dashboard established	July 2018	Ministry of Land	
		Conduct mid-term and end-term evaluation of programmes	Programmes evaluated regularly	Continuous	Ministry of Land	

Key Actions

- Scale up programmes for the landless.
- Government to Person (G2P) Payments System or Digital Payment system will be rolled out for all cash transfer programme.

24. Ministry of Agriculture

Background

The role of agriculture is important in improving the well-being of a vast population of Bangladesh through enhancing productivity, profitability and employment generation in the rural areas. Agriculture is directly related to ensuring food and nutritional security, income generating opportunities, and reducing poverty reduction. Hence, improvement of the agricultural sector and acceleration of its growth is essential to reduce both rural and urban poverty and vulnerabilities.

Vision

The vision of the Ministry is to ensure sustainable, safe and profitable crop production.

Mission

The Ministry has a mission to ensure food security by increasing productivity and production of the crop sector, improving marketing system, as well as diversification of crops and production of more nutritious crops.

Challenges

- Rapid decrease of agricultural land;
- Population growth;
- Climate change and variability;
- Rapid urbanization;
- Agricultural research and education;
- Introduction of new technology;
- Dissemination of technology;
- Alternate livelihoods/rehabilitation (off-farm and non-farm);
- Inadequate value addition/food processing.

Objective

The NSSS objective for the Ministry is to support enhanced food security and nutrition intake, especially in terms of availability of food, growth in production, and promote agricultural employment for people.

Situation Analysis

Programme Name	NSSS Provision	Present Situation	Gaps
Food availability and nutrition (Crop agriculture)	The NSSS suggests that food security (food availability, access and utilization) is one of the most vital thematic clusters for social security programmes. [Para 6.3.1 and Figure 6.1 of NSSS]	The Ministry of Agriculture implements different projects and programmes for the growth of agricultural production.	Agricultural growth needs to be maintained for sustainable availability of food.
Labour and livelihoods	A large part of the work force of Bangladesh is engaged in the agriculture sector. Still there is scope for expansion of agricultural livelihoods, especially in non-food agriculture. [Para 6.3.1 and Figure 6.1 of NSSS]	The Ministry of Agriculture has projects and programmes that are creating informal jobs for people in the agricultural sector.	Further expansion of agricultural livelihoods is needed, whilst recognizing that increased labour productivity in the agricultural sector is a principal requirement.

Action Plans

In order to implement the reform proposals of the NSSS the following time bound activities may be taken up.

No	Objectives	Activities	Performance Indicators	Timeframe	Responsible Ministry	Shared Responsibility
1.	**Consolidate Smaller Programmes**	Prepare list of programmes to be continued	List sent to GED	July 2017	Ministry of Agriculture (MoA)	GED
		Make list of programmes to be scaled up	List sent to GED	July 2017	MoA	GED
		Make list of programmes to be phased out	List sent to GED	July 2017	MoA	GED
		Review the consolidation proposals	Review prepared	December 2017	MoA	GED, Cabinet Division
2.	**Improve targeting of beneficiaries**	Update manual for selection procedures and disseminate it to people	Circular issued	January 2018	MoA	
		Publish list of beneficiaries online to make it transparent	Instruction given to field offices	Continuous	MoA	
		Follow the BBS database when prepared	Instruction given	February 2018	MoA	BBS
3.	**Grievance Redress System**	Make arrangement for recording complaints at field level	Instruction issued	Continuous	MoA, Line agencies	
		Create public awareness about facility of central GRS of Cabinet Division	Public Meetings held in all upazilas	September 2018	MoA, Line agencies	
4.	**Develop Single Registry MIS**	Create online Based MIS for all programmes	MIS digitized for all programmes	March 2018	MoA	
		Make the MIS accessible by relevant departments	Inter Departmental arrangement established	July 2018	MoA	
		Link MIS with cash disbursement	MIS linked with financial management database of Finance Division (SPBMU MIS)	December 2018	MoA	

No	Objectives	Activities	Performance Indicators	Timeframe	Responsible Ministry	Shared Responsibility
5.	**Digitization of cash transfer**	Pilot different modalities of G2P	Pilot completed	December 2018	MoA	
		Roll out appropriate format of G2P	G2P rolled out for all programmes	December 2018	MoA	
6.	**Enhance results based M&E**	Digitize monitoring of programmes	Dashboard established	July 2018	MoA	IMED, Finance Division
		Conduct mid-term evaluation of programmes	Programmes evaluated regularly	Continuous	MoA	IMED, Finance Division

Key Actions

• Strengthen and consolidate programmes for assisting food availability and nutrition.

25. Other Line Ministries/Divisions/Offices

It is worth mentioning that the ministries/divisions which have major social security programmes or have important stakes in NSSS reform have been incorporated in this action plan. However, it is also obvious that some other line ministries have their involvement in implementation of social security programmes.

Such ministries are

1. **Ministry of Cultural Affairs**
2. **Ministry of Industries**
3. **Ministry of Water Resources**
4. **Prime Minister's Office**
5. **Ministry of Housing and Public Works**
6. **Ministry of Environment and Forests**

The above ministries/divisions/offices may also submit their business cases to continue or scale up their smaller programmes. For such ministries/divisions/offices, the common action plan template will be as follows:

No.	Objectives	Activities	Performance Indicators	Timeframe	Responsible Ministry	Shared Responsibility
1.	**Consolidate Smaller Programmes**	Prepare list of programmes to be continued	List sent to GED	July 2017	Concerned Ministry/ Division	GED
		Make list of programmes to be scaled up	List sent to GED	July 2017	Concerned Ministry/ Division	GED
		Make list of programmes to be phased out	List sent to GED	July 2017	Concerned Ministry/ Division	GED
		Review the consolidation proposals	Review prepared	December 2017	Concerned Ministry/ Division	Cabinet Division

In addition, it is also recommended that these ministries will also make action plan for reforming institutional arrangement as well as improvement in delivery mechanism, such as digitization of payment (if any), GRS, MIS, M&E. They may follow the format used by other ministries as follows:

No.	Objectives	Activities	Performance Indicators	Timeframe	Responsible Ministry	Shared Responsibility
1.	**Improve targeting of beneficiaries**	Update manual for selection procedures and disseminate it to people	Circular issued	December 2017	Concerned Ministry/ Division	

No.	Objectives	Activities	Performance Indicators	Timeframe	Responsible Ministry	Shared Responsibility
		Publish list of beneficiaries online to make it transparent	Instruction given to field offices	Continuous	Concerned Ministry/ Division	
		Follow the BBS database when prepared	Instruction given	January 2018	Concerned Ministry/ Division	
2.	Grievance Redress System	Make arrangement for recording complaints at field level	Instruction issued	Continuous	Concerned Ministry/ Division	
		Create public awareness about facility of central GRS of Cabinet Division	Public meetings held in all upazilas	By July 2018	Concerned Ministry/ Division	
3.	Develop Single Registry MIS	Create online based MIS for all programmes	MIS digitized for all programmes	January 2018	Concerned Ministry/ Division	
		Make the MIS accessible by relevant departments	Inter Departmental arrangement established	July 2018	Concerned Ministry/ Division	
		Link MIS with cash disbursement	MIS linked with financial management database of Finance Division (SPBMU MIS)	December 2018	Concerned Ministry/ Division	
4.	Digitization of cash transfer	Pilot different modalities of G2P	Pilot completed	December 2017	Concerned Ministry/ Division	
		Roll out appropriate format of G2P	G2P rolled out for all programmes	December 2018	Concerned Ministry/ Division	
5.	Enhance results based M&E	Digitize monitoring of programmes	Dashboard established	July 2018	Concerned Ministry/ Division	
		Conduct mid-term and end-term evaluation of programmes	Programmes evaluated regularly	Continue	Concerned Ministry/ Division	

26. Cabinet Division

Background

The Cabinet Division is the apex body of the Government, responsible for cabinet affairs of the government, also having overall responsibility of coordinating functions of the Government across ministries and having overseeing functions of the field administration. As the coordinating authority, the Division has been working to enhance good governance in the country by various instruments like Government Performance Management System, Grievance Redress System, National Integrity Strategy, etc. One of the important responsibilities of the Division is to coordinate and monitor the implementation of the social security system of the country. The Division coordinated the process of formulating the National Integrity Strategy for implementation, for which it has been given major responsibilities.

Vision

The vision of the Cabinet Division is to enhance overall good governance in the country.

Mission

The NSSS mission of the Division is to coordinate and oversee, and monitor the implementation of a consolidated and efficient social security system.

Challenges

The main challenge for the Cabinet Division is to establish coordination among line ministries to establish an inclusive social security system by consolidating the fragmented and discordant SS schemes along a lifecycle framework.

Objective

The major objective of the Cabinet Division is to mobilize the Central Management Committee (CMC) on Social Security Programmes to streamline the social security system of the country. Facilitating the establishment of a modern and efficient delivery mechanism of social benefits to the appropriate targeted people is another charge of the Division.

Situation Analysis

Programme Name	NSSS Provision	Present Situation	Gaps
Strengthening the Central Management Committee (CMC) on Social Security Programmes	The CMC would ensure coordination and supervision of programmes till 2025. Thereafter, the Ministry of Social Welfare will take over the major responsibility of life cycle programmes. The CMC will still continue coordination of different issues between ministries. The ToR and formation of the CMC needs to be reviewed in accordance with additional responsibilities assigned to it in the NSSS. [Figure 6.1, 6.3.1 of NSSS]	The CMC has already been re-constituted, incorporating the additional responsibilities as stipulated in the NSSS.	More frequent meetings of the CMC will be necessary.

Programme Name	NSSS Provision	Present Situation	Gaps
Establishing and operationalizing the thematic programme clusters of ministries	The NSSS recommends that a thematic approach to social security will be introduced. There will be five thematic clusters of ministries to coordinate similar categories of social security. The five clusters are a) social allowance, b) food security and disaster assistance, c) social insurance, d) labour/ livelihood intervention and e) human development and social empowerment. [Figure 6.1, 6.3.1 of NSSS]	The thematic clusters have been formed by the Cabinet Division by gazette notification. The clusters are convening meetings to coordinate different issues.	Institutional framework for regular follow-up of the activities of the clusters needs to be put in place.
Coordination of the Field Committees on social security	In line with current practice, the Divisional Commissioner, Deputy Commissioner and Upazila Nirbahi Officer (UNO) will play a vital role in coordinating social security programmes at field level. The Cabinet Division, being the controlling authority of these offices, is to provide guidance and monitor activities of these offices. [Figure 6.1, 6.3.1 of NSSS]	There are committees at district and upazila levels. These need to be updated in view of the changing scenario of NSSS.	District and Upazila committees need to be revised.
Single Registry MIS	The GED will review the MIS of different ministries and formulate an appropriate structure of Single Registry MIS. The Cabinet Division will examine the proposal and take measures to operationalize it. Before the integrated system can be developed, the line ministries will continue digitizing their MIS according to their needs. [Figure 6.1, 6.3.1 of NSSS]	The GED is working on it. The Cabinet Division will coordinate and facilitate the process of formulating the framework of Single Registry MIS.	A framework of Single Registry MIS needs to be prepared.
Consolidation of smaller programmes	The line ministries will send their business cases for continuing their small-scale programmes, or send proposals for consolidation or phasing them out. The GED will examine these proposals and send them to the Cabinet Division for decision. The Cabinet Division will examine the consolidation proposals and give decision.	The Cabinet Division will take action upon receiving proposals from GED.	The Cabinet Division needs to assist the GED in obtaining proposals from line ministries.
Strengthen Grievance Redress System (GRS)	The ministries will have their own grievance mechanisms for addressing grievances in targeting and delivery of benefits. The Cabinet Division will strengthen the central and integrated system of grievance redress. [Figure 6.1, 6.3.1 of NSSS]	The Cabinet Division has a centralized online system of grievance redress mechanism. The system has to be updated. Towards that end, a situation analysis has already been conducted by the Cabinet Division with support from the SSPS programme.	The second version of GRS software needs to be developed and commissioned.

Programme Name	NSSS Provision	Present Situation	Gaps
NSSS Action Plan formulation	The Cabinet Division will be the approving authority of social security policy and reforms related to the social security system. With technical support from GED, the Cabinet Division will be responsible for the development of the comprehensive Action/ Implementation Plan of NSSS based on the plans submitted by the individual and lead ministries. [Figure 6.1, 6.3.1 of NSSS]	The process of formulating the action plan has been undertaken by the Cabinet Division and Ministries have prepared and submitted their action plans.	The action plan needs to be finalized.

Action Plans

In order to implement the reform proposals of the NSSS the following time bound activities may be taken up.

No.	Objectives	Activities	Performance Indicators	Timeframe	Responsible Ministry	Shared Responsibility
1.	**Strengthening the coordination of social security programme implementation**	Organize regular meetings of the CMC	At least two meetings organized per year	Continuous	Cabinet Division	GED
		Follow up the implementation progress of the CMC decisions	A matrix developed	May 2017	Cabinet Division	
			Progress reviewed in every meeting	Continuous	Cabinet Division	
		Reform District and Upazila Committees, and form Divisional Committees	District social security committee revised	July 2017	Cabinet Division	
			Upazila social security committee revised	July 2017	Cabinet Division	
			Divisional committee formed	July 2017	Cabinet Division	
2.	**Single Registry MIS**	Place master plan of GED on Single Registry MIS to CMC and implement	The MIS implemented	June 2020	Cabinet Division	GED/Finance Division
3.	**Consolidation of small scale programmes**	Collect proposals from line ministries	Proposals received	July 2017	GED	All line ministries
		Implement the consolidation as approved by CMC	Programmes consolidated	June 2019	Cabinet Division	All line ministries

No.	Objectives	Activities	Performance Indicators	Timeframe	Responsible Ministry	Shared Responsibility
4.	**Strengthen GRS**	Develop second version of GRS software	Software commissioned	June 2018	Cabinet Division	A2i
5.	**Monitoring and Evaluation**	To review M&E report of GED and place it for CMC for decision	M&E report reviewed	Continuous	Cabinet Division	GED
6.	**NSSS Action Plan**	Complete the NSSS Action Plan	The Action Plan completed	June 2017	Cabinet Division	GED

Key Actions

- Strengthening the coordination of social security programme implementation
- Review the master plan of GED for single registry MIS and M&E and obtain CMC approval
- Collect proposals for consolidation of smaller programmes get them approved by CMC
- Develop a second generation of GRS with compatibility for handling social security related grievances

27. General Economics Division

Background

General Economics Division (GED) is the prime policy-planning organ of the Government of Bangladesh. It is charged with preparing the country's long-term and medium-term development plans and strategies. Being one of the six Divisions of the Bangladesh Planning Commission, it provides secretarial assistance to the Planning Commission as well as to the NEC (National Economic Council) and the ECNEC (Executive Committee of the National Economic Council) in all matters concerning plan preparation and economic policy/strategy formulation. GED has led the NSSS preparation process and set the road map of establishing a strong social security system in Bangladesh.

Vision

The vision of GED is "Making growth work for the poor".

Mission

The NSSS mission of GED is to reform the social security system of the country in consistence with national goals of higher growth and elimination of poverty.

Challenges

The main challenge for GED is to ensure that the major policies of the Government are consistent with the NSSS. It is also imperative to ensure that a single registry MIS is in place in time so that the M&E framework can operate properly to facilitate NSSS implementation.

Objective

The NSSS assigns GED with the following major tasks: Devising a results-based M&E system for social security programmes, catalysing the establishment of a single registry MIS, facilitating the consolidation of small schemes, reviewing the current selection processes of recipients of social security schemes, and carrying out social security planning functions. GED aims at accomplishing all the tasks in time maintaining policy coherence with the Government's existing plans and strategies, including the Perspective Plan and the Five-Year Plan. Also, GED will ensure cohesion among the above-mentioned initiatives so that they work as a whole like a system under the broader Social Development Framework.

Situation Analysis

Programme Name	NSSS Provision	Present Situation	Gaps
Devising and instituting a results-based M&E System	Prepare a results framework using a matrix of specific indicators and evaluate the entire NSSS in a holistic approach. The GED will also be responsible for Overall coordination of the M&E framework; preparation of annual reports on the performance (based on the M&E framework) of the NSSS for the CMC; and dissemination of the evaluation results. GED will submit reports to the CMC and the concerned Parliamentary Standing	The GED is in the process of formulating a result based M&E framework for social security programmes. When the framework will be prepared, it will be used to prepare annual reports on the performance of the social security programmes. The proposed taskforce will be formed soon and will decide on the indicators to be used for designing/ assessing new programmes. GED will take necessary actions.	The Results Based M&E Framework is to be prepared. A taskforce to recommend on the SSP indicators for new programmes is to be formed.

Programme Name	NSSS Provision	Present Situation	Gaps
	Committee on the types of actions taken to respond to the findings of the evaluation reports. A task force comprising GED, IMED, SID and Finance Division of the Ministry of Finance will prepare process and procedure for performance based monitoring of SSPs and recommend indicators that can be used for designing any new programmes and also performance based budgeting. [Figure 6.1, Para 6.3.1 of NSSS]		
Single Registry Management Information System (MIS)	Commission a review of MISs across all of Bangladesh's social security schemes. The review will consider how best to establish a Single Registry, along with costs of implementation. [Figure 6.1, Para 6.4 of NSSS]	Preliminary survey of the existing MIS has been done. Format of the MIS is to be proposed to CMC.	A common framework of MIS is to be developed.
Consolidation of small scale programmes	Review the business cases prepared by the line ministries on the programmes to continue and recommend to the Cabinet Division as to what programmes are to be retained. [Para 6.3.1 of NSSS]	The line ministries are already sensitized about the issue. The line ministries will send their proposals of programme consolidation to the GED. The GED will evaluate the proposals and prepare recommendations to the CMC.	The programme consolidation proposals are to be prepared.
Reviewing the current selection processes of recipients of social security schemes	GED will lead (with support from a cross-governmental advisory board) a study to review the current selection processes, aligned to the eligibility criteria to be used for each scheme and make recommendations for introducing high quality selection processes. [Para 6.6 of NSSS]	GED needs to initiate actions to this end.	Analytical reports needed
Policy reviews	The GED will monitor and evaluate NSSS implementation and oversee coordination and consistency of social security policies/ strategies with the NSSS and medium and long term National Plans and strategies. [Para 6.6 of NSSS]	Already the GED has ensured that the NSSS and the 7th Five-Year Plan are consistent with each other. GED is also conscious to make the upcoming policies, programmes etc. coherent with the NSSS. The GED is also working actively to make the SDG implementation plan compliant with the NSSS spirit. However, periodic review will be necessary to evaluate how the national policies are in line with the NSSS.	Periodic review of the consistency of national policies and programmes with the NSSS is required.

Action Plans

In order to implement the reform proposals of the NSSS the following time bound activities may be taken up.

No.	Objectives	Activities	Performance Indicators	Timeframe	Responsible Ministry	Shared Responsibility
1.	**Devising and instituting a results-based M&E system**	Formulate M&E taskforce with GED, Finance Division, IMED, (BBS), Registrar General for Birth and Death Registration (ORG)	Gazette issued	July 2017	GED	Finance Division, IMED, Cabinet Division
		Formulate a results-based framework for M&E of social security programmes.	M&E format prepared	December 2017		
		Compile annual reports on performance of social security programmes.	Annual reports published	January 2019 onward		
2.	**Recommend Single Registry MIS**	Conduct a situation study on the MIS of different programmes	Study report prepared	July 2018	GED	Cabinet Division
		Prepare a master plan of Single Registry MIS in coordination with the Cabinet Division	Master plan prepared	July 2019		
3.	**Prepare reports on consolidation of small scale programmes**	Prepare a sample business case	Sample business case prepared	May 2017	GED	All line ministries
		Send memo to concerned ministries/divisions requesting proposals for continuation of small programmes	Memo sent	June 2017	GED	All line ministries
		Collect proposals from line ministries	Proposals received	July 2017	GED	All line ministries
		Review the proposals and prepare a report on consolidation	Consolidation report prepared and sent to Cabinet Division	January 2018	GED	Cabinet Division

No.	Objectives	Activities	Performance Indicators	Timeframe	Responsible Ministry	Shared Responsibility
4.	**Review the current selection processes of recipients of social security schemes**	Cross-governmental advisory board formed	Notification issued	July 2017	GED	Cabinet Division
		Conduct study to review the current selection processes, aligned to the eligibility criteria to be used for each scheme	Study carried out	December 2017	GED	Cabinet Division
		Making recommendations for introducing high quality selection processes.	Recommendations made.	July 2018	GED	Cabinet Division
5.	**Review the consistency of national policies with NSSS**	Monitor the consistency of social security policies and programmes with the NSSS	The relevant circulars or programme documents reviewed	January 2018	GED	
		Sensitize all ministries to make their major policies coherent with the NSSS	Office memorandum issued	July 2017	GED	Line ministries
		Conduct periodic reviews of policies	A study report is published	July 2019	GED	

Key Actions

- Prepare master plan for single registry MIS and M&E
- Conduct study to review the current selection processes, aligned to the eligibility criteria to be used for each scheme
- Collect proposals for consolidation of smaller programmes get them approved by CMC
- Prepare reports on consolidation of small scale programmes

28. Implementation Monitoring and Evaluation Division (IMED)

Background

The IMED is a division of the Ministry of Planning. It plays a supportive role in socio-economic development of the country through monitoring implementation and evaluation of development projects to ensure proper utilization of capital investment.

Vision

The vision of IMED is successful ADP Implementation towards sustainable development.

Mission

IMED has a mission to support the attainment of socio-economic development of the country through effective implementation monitoring, qualitative evaluation of development projects, and ensuring robust public procurement

Challenge

The NSSS challenge for the IMED is to ensure monitoring and evaluation of the social security programmes.

Objectives

The NSSS objective for the IMED is to monitor and evaluate implementation of the social security programmes, following the M&E framework to be developed by the GED.

Situation Analysis

Programme Name	NSSS Provision	Present Situation	Gaps
Performance monitoring of social security programmes	The NSSS stipulates that the IMED will be responsible for programme performance monitoring (both physical and financial) independently and will report to the CMC of the Cabinet Division. A task force comprising of IMED, Finance Division and GED is to prepare process and procedure for performance based monitoring of social security programmes and recommend indicators. [Figure 6.1, Para 6.3.1 of NSSS]	The IMED usually monitors and evaluates the development programmes. However, most of the social security programmes are financed from the revenue budget. Therefore, it may be considered extra work for the IMED to conduct monitoring and evaluation of revenue budgeted social security programmes.	Formulate process and procedure for M&E of social security programmes.

Action Plans

In order to implement the reform proposals of the NSSS the following time bound activities may be taken up.

No.	Objectives	Activities	Performance Indicators	Timeframe	Responsible Ministry	Shared Responsibility
1.	**Performance monitoring of social security programmes**	Coordinate with GED to formulate M&E framework	M&E framework developed	December 2017	GED	IMED, Finance Division
		Monitor the implementation progress of social security programmes	Social security programmes monitored	July 2018 onward	IMED	CMC of Cabinet Division, GED
		Evaluate impacts of social security programmes and report to GED	Social security programme impact evaluated	Annually	IMED	CMC of Cabinet Division, GED

Key Actions

- Formulate a M&E framework and evaluate impacts of social security programmes

29. Statistics and Informatics Division (SID)

Background

Statistics and Informatics Division is responsible for producing official statistics to help decision making and development progress. The Division conducts population censuses and surveys on agriculture, economic affairs and other matters including socio-economic affairs, demography and environment.

Vision

The vision of the Division is to generate dependable statistics for the development of the country.

Mission

To achieve the vision, the Division has the mission to collect, process, analyse, and publish statistical information for the development of the country and welfare of the people.

Challenges

For social security programmes, there is no single registry database that can be accessed by all the social security implementing authorities. Such a database is necessary to avoid undue duplication in beneficiary coverage. Further, the shift from current discretionary to a targeted universal approach to avoid leakages and under-coverage envisaged in the NSSS requires a social registry from where eligible beneficiaries can be sourced.

Objectives

The NSSS objective for the Division is to develop, maintain and update the social security beneficiary database through creating a single registry MIS. SID is also creating a Bangladesh Household Database from which eligible social security beneficiaries can be sourced.

Situation Analysis

Programme Name	NSSS Provision	Present Situation	Gaps
Single Registry MIS and Bangladesh Household Database	The NSSS indicates that the SID, through BBS, will develop, maintain and update a beneficiary database. It will commission a review of MISs across all social security schemes and based on the finding establish a Single Registry on a pilot basis within SID. Based on the results of the pilot it will be rolled out nationwide. [Figure 6.1, Para 6.3.1 of NSSS]	The SID is already working to create database for beneficiaries of social security programmes. It is also in the process of conducting a household survey for the Bangladesh Household Database by using proxy means test. This database will be instrumental in sourcing people eligible for various kinds of social security benefits.	The Household Database has to be completed soon. The Single Registry MIS is to be designed.

Action Plans

In order to implement the reform proposals of the NSSS the following time bound activities may be taken up.

No.	Objectives	Activities	Performance Indicators	Timeframe	Responsible Ministry	Shared Responsibility
1.	**Create the Bangladesh Household Database**	Create the database with GIS and socio-economic condition of people	Database created	July 2018	SID	
2.	**Single Registry MIS**	Coordinate with GED for conducting a study on ideal framework of single registry MIS	Study completed	July 2018	SID	CMC of Cabinet Division, GED
		Run a pilot of Single Registry MIS at SID	Pilot MIS run	December 2018	SID	CMC of Cabinet Division, GED

Key Actions

- Conduct Bangladesh household survey for creating a single registry of beneficiaries.
- Develop an ideal framework of single registry based MIS

Part-C

Action Plan of Thematic Clusters

30. Thematic Clusters

One of the features of the NSSS is that it proposes creating several thematic clusters of ministries based on the basis of similarity in nature of service delivery of their social security programmes for smooth coordination and implementation of SSPs. In accordance with the directions of the NSSS and in pursuance of the decisions of the meetings of the Central Management Committee on Social Safety Nets held on 18 October 2015 and 5 May 2016, the following five thematic clusters have been formed. The thematic programme clusters comprise of relevant ministries/divisions having similar kinds of social security programmes in order to streamline the management of SS programmes. Some of the ministries have been incorporated in multiple clusters as their SS programmes are diversified.

Sl No	Thematic Programme Clusters	Implementing Ministry/Division	Cluster Coordinating Ministries / Divisions
1.	**Social allowance**	1. Ministry of Social Welfare 2. Ministry of Women and Children Affairs 3. Ministry of Cultural Affairs 4. Ministry of Liberation War Affairs 5. Ministry of Health and Family Welfare 6. Local Government Division 7. Ministry of Labour and Employment 8. Ministry of Chittagong Hill Tracts Affairs	Ministry of Social Welfare
2.	**Food Security and Disaster Assistance**	1. Ministry of Food 2. Ministry of Disaster Management and Relief 3. Ministry of Health and Family Welfare 4. Ministry of Agriculture 5. Ministry of Women and Children Affairs 6. Ministry of Fisheries and Livestock 7. Finance Division 8. Ministry of Social Welfare 9. Ministry of Commerce	Ministry of Food
3.	**Social insurance**	1. Financial Institutions Division 2. Finance Division 3. Ministry of Health and Family Welfare 4. Ministry of Labour and Employment 5. Ministry of Social Welfare	Financial Institutions Division
4.	**Labour/ livelihood Intervention**	1. Ministry of Disaster Management and Relief 2. Local Government Division 3. Rural Development and Cooperatives Division 4. Ministry of Women and Children Affairs 5. Ministry of Social Welfare 6. Finance Division 7. Ministry of Labour and Employment 8. Ministry of Fisheries and Livestock 9. Ministry of Agriculture	Ministry of Disaster Management and Relief

Sl No	Thematic Programme Clusters	Implementing Ministry/Division	Cluster Coordinating Ministries / Divisions
5.	Human development and social empowerment	1. Ministry of Primary and Mass Education 2. Prime Minister's Office 3. Ministry of Land 4. Ministry of Education 5. Ministry of Social Welfare 6. Ministry of Expatriates' Welfare and Overseas Employment 7. Ministry of Health and Family Welfare 8. Ministry of Labour and Employment 9. Ministry of Industry 10. Ministry of Women and Children Affairs 11. Information and Communication Technology Division 12. Ministry of Youth and Sports	Ministry of Primary and Mass Education

Terms of Reference of Thematic Clusters

The terms of reference of the thematic clusters are as follows:

- To reform, consolidate and integrate social security programmes in the light of the NSSS and to coordinate the action plans of ministries within each thematic cluster;
- To coordinate NSSS action plans of the Ministries/Divisions within the cluster and to submit the integrated action plans to Central Management Committee;
- To coordinate with the Finance Division for securing necessary budgetary allocations for implementation of action plans;
- To identify rules and regulations relating to the social security programmes of the cluster to be amended for the sake of implementing the NSSS;
- To monitor and evaluate the progress of implementation of the action plans of the Ministries/ Divisions within the clusters; and
- To design integrative plans for different programme to ensure correct targeting and their effective implementation.

Coordination of Thematic Clusters

The programmes falling under different thematic clusters have been described in the following sections. The cluster lead ministry/division is to coordinate mainly their respective programmes. However, any other programmes having involvement of more than one ministry may be discussed in the relevant clusters. The minutes of the clusters committees should be sent to the CMC.

There are some issues which are common for all the clusters, which are cross cutting issues. These issues would be dealt with by all the clusters with focus on the thematic specific portion. Any matter implicating more than one cluster should be placed to the CMC for coordination.

The Action Plan of the Thematic Clusters

The thematic clusters are expected to work according to their terms of references as described above. They will mainly coordinate and support the implementation of action plans of the line ministries within the respective clusters. The specific activities of the five clusters are detailed out in the following sections.

30.1 Social Allowance Cluster

One of the most common types of social security is social allowance or social assistance which is non-contributory, tax-financed, regular and predictable cash or in-kind resource transfers to poor and vulnerable individuals or households. Cash and in-kind allowances, school feeding and public works programmes etc. are usually included in this type of programmes.

The cluster of social allowance has been formed with the ministries which have under their implementation programmes/projects or activities focusing on transfer of social allowances. Such ministries are as follows. Implementation of social allowance types of programmes closely match with the job responsibility of the Ministry of Social Welfare. Therefore, this ministry is given lead coordination role in the cluster.

Social Allowance Cluster

Sl	Ministries/Divisions
1.	Ministry of Social Welfare – Coordinator
2.	Ministry of Women and Children Affairs
3.	Ministry of Cultural Affairs
4.	Ministry of Liberation War Affairs
5.	Ministry of Health and Family Welfare
6.	Local Government Division
7.	Ministry of Labour and Employment
8.	Ministry of Chittagong Hill Tracts Affairs

Vision

The vision of the cluster is to establish a consolidated and non-duplicative social allowance system within the lifecycle framework.

Mission

The mission of the cluster is to regularly coordinate with member-ministries to implement social allowance types of programmes in a more efficient and effective way, and to identify probable overlapping and duplication of similar programmes with a view to consolidating them within one umbrella; additionally, overseeing how the lifecycle programmes combined can work as an integrated system.

Challenge

The main challenge for the cluster is to consolidate similar programmes, and to introduce Child Benefit Scheme.

Objective

The NSSS objective for the cluster is to ensure social security of the different vulnerable section of population, especially children, vulnerable women, old age and people with disability by means of social allowance. In addition, this cluster will oversee how the various life cycle programmes can work as an integrated system, allowing vulnerable people access to benefits across the lifecycle.

The cluster will have a dialogue with other clusters, for instance Human Development on referring social allowance recipients to skills training and Labour/Livelihoods for subsequent employment.

Situation Analysis

The mandate of this cluster is to coordinate implementation different programmes especially the following:

Programme Name	NSSS Provision	Present Situation	Gaps
Child Benefit Programme	The NSSS provides that the government will introduce Child Benefit Programme for children from 0 to 4 years old.	The Ministry of Women and Children Affairs is assigned with the responsibility of implementing the programme.	During designing and implementation of the programme, there will be need for coordination among different ministries. The cluster has to perform that coordination.
Old Age Allowance	The coverage of Old Age Allowance will be increased and the threshold age will be lowered to 60+.	The ministry of Social Welfare is taking measures for necessary expansion. Beneficiaries of vulnerable women and disability will be merged within this programme upon exceeding age threshold.	Gradual expansion of coverage is necessary. Smooth coordination is required among different programmes.
Social security for people with disabilities	This programme is to be scaled up.	The Ministry of Social Welfare has programmes for people with disabilities. Around 4-5 lakh new beneficiaries need to be added.	A detailed implementation plan for the Child Dependency Benefit and the Working Age Disability Benefit is required.
Social security system for the urban poor	Programmes to be expanded with formulation of strategic planning.	Some ministries have social allowance programme for the rural poor. These will have to be replicated to the urban area. The Local Government Division is assigned to take special planning in this regard.	Each of the line ministries will consider covering urban poor. Strategic planning is necessary.
Transition of beneficiaries to different programmes	The beneficiaries of some programmes will be shifted to relevant programmes upon attaining certain criteria/ age limit.	The beneficiaries of widow allowance and disability allowance will be transitioned to old age allowance when they exceed 60 years of age.	A smooth transition plan is to be devised.
Programme consolidation	Small programmes will be consolidated.	There are many programmes which are similar.	The smaller programmes will have to be consolidated in consultation with line ministries within the cluster itself.

Action Plans

In order to implement the reform proposals of the NSSS the following time bound activities may be taken up.

No.	Objectives	Activities	Performance Indicators	Timeframe	Responsible Ministry	Shared Responsibility
1.	**Introduce Child Benefit Programme**	Support and coordinate with the responsible ministry in designing and implementing a project or programme in this regard	Project/ programme approved	July 2019	Ministry of Women and Children Affairs (MoWCA)	Finance Division
2.	**Introduce Vulnerable Women's Benefit programme**	Coordinate between MoWCA and MoSW and MoWCA to consolidate and improve programme for vulnerable women	Plan of MoWCA reviewed and submitted to CMC	July 2018	MoSW and MoWCA	Ministry of Food
3.	**Scale up Old Age Allowance**	Support in expanding coverage of Old Age Allowance	Number of beneficiaries increased	July 2018	MoSW	Finance Division
4.	**Scale up programmes for people with disabilities**	Support in updating policies for disability benefits and coordinate with Old Age Allowance and stipend programme	Programme updated	July 2018	MoSW	Finance Division, MoPME and MoE
5.	**Regular consultation with members**	Organize bi-monthly meeting	Bi-monthly meeting organized	Continuous	MoSW	
6.	**Transition of beneficiaries to other programme**	Plan transition with number of beneficiaries and cost	Plan prepared and updated	Yearly	MoSW	Cluster member ministries
		Coordinate transition with relevant ministries	Coordination done regularly	Continuous	MoSW	

30.2 Food Security and Disaster Response Cluster

Food security is achieved when people, at all times, have physical and economic access to sufficient, safe and nutritious food to meet their dietary needs and food preferences for an active and healthy life. For food security, only production of sufficient food is not sufficient. Rather people should have assured access to the sufficient food supply. Disaster response is concerned not only with food supply to the disaster affected areas but to ensure other supports.

The ministries having contribution in ensuring food security have been included in this cluster. The Ministry of Food has been given the lead coordination responsibility in this regard.

Food Security and Disaster Response Cluster

SI	Ministries/Divisions
1.	Ministry of Food - Coordinator
2.	Ministry of Disaster Management and Relief
3.	Ministry of Health and Family Welfare
4.	Ministry of Agriculture
5.	Ministry of Women and Children Affairs
6.	Ministry of Fisheries and Livestock
7.	Finance Division
8.	Ministry of Social Welfare
9.	Ministry of Commerce

Vision

The vision of this cluster is to ensure access to nutritious food for the poor and vulnerable.

Mission

The mission of the cluster is to ensure food security by supply of food grains or financial supports to the poor and vulnerable including people affected by disaster and price shocks.

Challenge

The challenge faced by this cluster is to ensure food security by efficient management and consolidation of food based programmes, and promote transition from food based to cash based programmes as envisaged in the NSSS.

Objective

The main objective of the cluster is to set up an efficient shock responsive social security system that ensures food security and meets other needs of people affected by disasters.

Situation Analysis

Programme Name	NSSS Provision	Present Situation	Gaps
Food security type programmes	Consolidate these types of programmes and transition to cash transfer.	The programmes are dispersed among multiple ministries.	Needs to be consolidated.
Vulnerable Women Benefit (VWB) programme	Consolidate into one VWB programme on a cash basis.	Current VGD programme is on food transfer basis.	Needs to be changed from food transfer to cash transfer.
Food supply in food shortage area	It is important to ensure food supply in disaster and drought affected areas, or areas where money supply cannot ensure availability of food.	There are sufficient programmes for food scarcity areas.	Food transfer programme needs to be continued in relevant areas.

Programme Name	NSSS Provision	Present Situation	Gaps
Coordination of food security programmes with food stock and fair price policy	Food distribution through OMS and disaster relief will be coordinated with Government's Food Stock Policy and Fair Price Policy as appropriate. [Para 4.6 of NSSS]	OMS and disaster relief programmes of the government have great contribution in ensuring food security. However, these programmes need to be well coordinated with food stock policy and fair price policy of the government. These programmes appear to be consistent with food stocking policy and fair price policy.	The consistency should be regularly reviewed.

Action Plans

In order to implement the reform proposals of the NSSS the following time bound activities may be taken up.

No.	Objectives	Activities	Performance Indicators	Timeframe	Responsible Ministry	Shared Responsibility
1.	Consolidation of food security type programmes	Coordinate with the implementing ministries to consolidate the food security type programmes	Programmes consolidated	July 2019	Ministry of Food, MoDMR	Finance Division
2.	Vulnerable Women Benefit (VWB) programme	Change into cash based transfer, where applicable	Cash transfer is introduced in most of the programmes	July 2018	MoWCA, Ministry of Food	
3.	Food supply in food shortage area	Ensure food supply in disaster and drought affected areas, or areas where money supply cannot ensure availability of food	Food supply continued in relevant areas	July 2018	Ministry of Food, MoDMR	
4.	Food stock policy and fair price policy	Monitor the consistency of OMS and relief programmes with food stock policy and fair price policy of the government	Food stock policy and fair price policy are consistent with food security programmes	Continuous	Ministry of Food,	MoDMR

30.3 Social Insurance Cluster

Internationally, social insurance is a prevalent form of social security, but in Bangladesh this system is yet to be introduced broadly. The National Social Security Strategy of Bangladesh puts much emphasis on introducing a suitable framework of social insurance. The Financial Institutions Division is working on developing insurance programmes for different walks of people.

Social insurance is usually contributory with participants making regular payments. It is a programme where risks are transferred to and pooled by a government organization. The benefits, eligibility requirements, and other aspects of the programme are defined by statute. Explicit provision is made to account for income and expenses (often through a trust fund). Participation is often compulsory for particular groups. It covers costs related to life-course events, for example, maternity, unemployment, workplace accidents, old age or illness. Sometimes costs are matched or subsidized by the scheme provider.

The cluster of social allowance has been formed with the ministries which have mandates in implementation of programmes/projects or activities about social insurance. Both the Finance Division and the Financial Institutions Division are the focal points for implementing social insurance. However, the lead is given to Financial Institutions Division. The formation of this cluster is as follows:

Social Insurance Cluster

SI	Ministries/Divisions
1.	Financial Institutions Division – Coordinator
2.	Finance Division
3.	Ministry of Health and Family Welfare
4.	Ministry of Labour and Employment
5.	Ministry of Social Welfare
6.	Ministry of Expatriates' Welfare and Overseas Employment

Vision

The vision of this cluster is to implement a suitable social insurance system in the country.

Mission

The mission of the cluster is to conduct studies on social security and design a social insurance system and private pension for the country.

Challenge

Social insurance is the main stream of social security in the Western countries, but is less common in the third world. Social insurance best fits with formal economy employment. Bangladesh has 86 per cent of all jobs in the informal sector and it poses a big challenge for the cluster to design social insurance systems for people with informal employment. Concerted efforts from stakeholders will be required for introduction of such systems.

Objective

The objective of the cluster is to develop organizational capacity and formulate necessary legal instruments for introduction of social insurance and social pension.

Situation Analysis

Programme Name	NSSS Provision	Present Situation	Gaps
The National Social Insurance Scheme (NSIS)	Initiate study to determine the viability of a NSIS. Introducing Unemployment, Accident, Sickness and Maternity Insurance under NSIS.	The Financial Institutions Division is going to conduct a study on it.	Suitable design of NSIS needs to be selected.
Private Voluntary Pensions	Initiate study to determine the viability of a Pension Regulatory Authority.	The Finance Division is working on it.	Study is to be finalized.
Government Service Pension	This system is to be continued.	There is system of government pension in the country.	Needs to be updated.

Action Plans

In order to implement the reform proposals of the NSSS the following time bound activities may be taken up.

No.	Objectives	Activities	Performance Indicators	Timeframe	Responsible Ministry	Shared Responsibility
1.	**National Social Insurance Scheme (NSIS)**	Support and review the study to determine the viability of a NSIS. Recommend suitable option of NSIS and support implementation	Study conducted and NSIS implemented	July 2019	Financial Institution Division	Finance Division
2.	**Private pension**	Support and coordinate the process of establishing Pension Regulatory Authority	Private pension authority established	July 2019	Finance Division	
3.	**Government Service Pension**	Coordinate and review the existing system	The system updated	July 2019	Finance Division	

30.4 Labour/Livelihood Intervention Cluster

People often fall prey to poverty and hunger due to their inability to sell their productive labour. Underemployment, lack of economic opportunities and low returns to labour – resulting in insecure livelihoods and low income–are the factors that contribute most to poverty. Therefore, employment is the main route out of poverty for most poor people. However, the poor suffer from many kinds of deprivation that are decisive entry barriers to finding gainful employment: lack of human capital, lack of productive assets, lack of support from social networks and lack of hope and aspirations. Social security can help people in finding work, especially in the lean season. Creating job or assisting people in finding employment is also a part of broader livelihoods interventions. The ministries involved in this cluster are as follows:

Labour /Livelihood Cluster

SI	Ministries/Divisions
1.	Ministry of Disaster Management and Relief — Coordinator
2.	Local Government Division
3.	Rural Development and Cooperatives Division
4.	Ministry of Women and Children Affairs
5.	Ministry of Social Welfare
6.	Finance Division
7.	Ministry of Labour and Employment
8.	Ministry of Fisheries and Livestock

Ministry of Disaster Management and Relief has many programmes for creating temporary employment for the poor people. Therefore, this ministry has been given the leading role in this cluster.

Vision

The vision of this cluster is to ensure sufficient livelihood for the poor.

Mission

The mission of the cluster is to improve livelihoods of the people and ensure access to decent work in the labour market.

Challenge

The main challenge for this cluster is to tackle high levels of under-employment as 2 million youth enter the labour market in search of jobs every year. Poor people face barriers that make it difficult for them to find productive and gainful employment.

Objective

The main objectives of the cluster are to consolidate workfare programmes, to facilitate social security recipients' engagement with the labour market and to ensure congenial working environment for all, including women.

Situation Analysis

Programme Name	NSSS Provision	Present Situation	Gaps
Workfare programmes	Consolidate and reform these types of programmes.	The programmes are dispersed among multiple ministries	Needs to be consolidated
Childcare facilities	Ensure childcare facilities in all government offices, private enterprises and informal labour-intensive areas.	Childcare facilities are lacking in many organization.	Needs to monitor the childcare facility.

Programme Name	NSSS Provision	Present Situation	Gaps
Facilitation in labour market	A key principle of well-designed Social Security is that it should facilitate rather than undermine the engagement of recipients – in particular those of working age – in the labour market. The Government will ensure that reforms to the Social Security system facilitate the engagement of families in the labour market since providing families with work is the best means to reduce poverty.	Some programmes like Ekti Bari Ekti Khamar and SWAPNO have provisions for engaging recipients in some jobs. However, there is little arrangement in other programmes for facilitating the recipients in accessing labour market. There is evidence that social security beneficiaries become more active in finding jobs. Therefore, coordination with other programmes is important for this cluster.	Special measures required to facilitate beneficiaries of other social security programmes in getting jobs.
Labour legislation	The NSSS stipulates that there will be strong legislative instruments binding, especially, the private sectors to ensure a) Minimum Wage, b) Statutory Maternity Benefits, c) Leave Pay, d) Compensation for Dismissal, and e) Work Injury Compensation.	There is some arrangement for minimum wage and benefits, but comprehensive legislative framework is still missing for ensuring the rights of workers in the private sectors.	Comprehensive legislation for rights of labourers is required with strict implementation.

Action Plans

In order to implement the reform proposals of the NSSS the following time bound activities may be taken up.

No.	Objectives	Activities	Performance Indicators	Timeframe	Responsible Ministry	Shared Responsibility
1.	**Workfare programmes**	Strengthen and consolidate all workfare programmes	Programmes consolidated	July 2018	MoDMR, Ministry of Food,	Finance Division
2.	**Provision of childcare across all formal & informal employment**	Ensure childcare facilities in all government offices, private enterprises and informal labour-intensive areas	Childcare facilities available in organizations with more than 40 employees	July 2018	MoWCA, MoDMR	
3.	**Facilitation in labour market**	Coordinate with relevant ministries and other thematic clusters for ensuring that beneficiaries get more access labour markets	More beneficiaries are engaged in labour market	Continuous	MOLA and MoDMR	

No.	Objectives	Activities	Performance Indicators	Timeframe	Responsible Ministry	Shared Responsibility
4.	**Update and implement effective legislation to ensure labour rights**	Update legal provision and ensure strict implementation	Implementation of labour rights is regularly monitored	Continuous	MOLA and MoDMR	

30.5 Human Development and Social Empowerment Cluster

Social security increases access to public services and investment in human capital, particularly health and education, helping to raise productivity and supporting the participation of the poor in labour markets. For example, school assistance packages improve school attendance and eventually enhance education. Social security directly improves the health status of people, which in turn contributes to promoting human development and social empowerment.

The cluster of human development has been formed with the ministries which have mandates in human development activities. The Ministry of Primary and Mass Education has the largest programmes in this cluster. Therefore, this ministry has been made the cluster coordinator. The formation of this cluster is as follows:

Human Development and Social Empowerment Cluster

Sl	Ministries/Divisions
1.	Ministry of Primary and Mass Education - Coordinator
2.	Prime Minister's Office
3.	Ministry of Land
4.	Ministry of Education
5.	Ministry of Social Welfare
6.	Ministry of Expatriates' Welfare and Overseas Employment
7.	Ministry of Health and Family Welfare
8.	Ministry of Labour and Employment
9.	Ministry of Industry
10.	Ministry of Women and Children Affairs
11.	Information and Communication Technology Division
12.	Ministry of Youth and Sports

Vision

The vision of the cluster is to enhance human development and facilitate social empowerment of disadvantaged people.

Mission

The mission of the cluster is to coordinate with the line ministries to enhance education and training for children and young people, and ensure social justice by ensuring rights of the poor especially, women and children by inclusion efforts.

Challenge

The main challenge of the cluster is to consolidate efforts of different ministries to formulate a robust system of human development and to ensure social justice for marginalized groups.

Objective

Main objectives of the cluster are to coordinate school stipends and to facilitate linkages between social security programmes and training programmes/facilities for children and young people to promote human development. Another important objective of the cluster is to advance an enabling environment for social justice and equity.

Situation Analysis

Programme Name	NSSS Provision	Present Situation	Gaps
School Stipend Programme	Scale up primary and secondary school stipend programme.	The MoPME and MoE have different programmes but the coverage is less than required.	Coverage to be increased.
Child Development	Continuing orphan's and school meals programmes. Strengthening immunization, child healthcare, nutrition, water and sanitation programmes. Ensuring child maintenance payment for abandoned children.	Different ministries conduct these programmes. These need to be enhanced. The MoWCA is set to formulate policy on child maintenance.	Programmes to be scaled up. Child maintenance policy to be formulated.
Training programme for the youth	Vocational training programme for the young population should be scaled up and consolidated.	Different ministries have programmes in this regard.	Stronger coordination required so that the trainees can utilize their skill in getting jobs.
Social empowerment	The NSSS suggests that the social security system will have a comprehensive and consistent set of policies that can help Bangladesh achieve better equity and social justice in the context of its development effort.	There are a number of programmes for empowerment of women and other disadvantaged groups. The overall implementation of proposed NSSS reform will enhance social empowerment.	More efficient monitoring mechanism required to ensure social empowerment and equity.
Transition of beneficiaries to different programmes	The beneficiaries of some programmes will be shifted to relevant programmes upon attaining certain criteria/age limit.	The beneficiaries of Child Benefit Schemes (CBS) will be transitioned to primary stipend and the subsequently to secondary stipend.	A smooth transition plan is to be devised.

Action Plans

In order to implement the reform proposals of the NSSS the following time bound activities may be taken up.

No.	Objectives	Activities	Performance Indicators	Timeframe	Responsible Ministry	Shared Responsibility
1.	**School Stipend Programme**	Monitor the progress in scaling up the number of beneficiaries	Number of beneficiaries increased	July 2019	MoPME and MoE	Finance Division
2.	**Child Development**	Coordinate and monitor progress of programmes related to child development like orphan's and school meals programmes, immunization, child healthcare, nutrition, water and sanitation, etc.	Child development programmes consolidated	July 2019	Ministry of Health and Family Welfare, MoWCA	LGD
3.	**Training programme for the young population**	Coordinate with ministries for facilitating trainees in getting jobs	More trainees have access to labour market	Continuous	MoLE	MoY&S; MoE; MoEWOE
4.	**Social empowerment**	Oversee and coordinate with other clusters and relevant ministries to ensure social justice and equity	Social justice and inclusion efforts of each programmes are monitored	Continuous	MoPME	MoSW and MoWCA
5.	**Transition of beneficiaries to different programme**	Plan transition with number of beneficiaries and cost	Plan prepared and updated	Yearly	MoPME	Cluster member ministries
		Coordinate transition with relevant ministries	Coordination done regularly	Continuous		

Part-D

Annexure

Annexure-A (TOR of Action Plan Sub-Committee)

Committee Members

A) Secretary (Coordination and Reform), Cabinet Division - Convener

B) A representative of Ministry of Social Welfare (not below Joint Secretary) - Member

C) A representative of Ministry of Food (not below Joint Secretary) - Member

D) A representative of Banking and Financial Institutions Division A representative (not below Joint Secretary) - Member

E) A representative of Ministry of Disaster and Relief (not below Joint Secretary) - Member

F) A representative of Ministry of Primary and Mass Education (not below Joint Secretary) - Member

G) A representative of Finance Division (not below Joint Secretary) - Member

H) Chief, General Economics Division, Planning Commission - Member

I) A representative of Local Government Division (not below Joint Secretary) - Member

J) A representative of Implementation Monitoring and Evaluation Division (not below Joint Secretary) - Member

K) A representative of Statistics and Informatics Division (not below Joint Secretary) - Member

L) A representative of Planning Division - Member

M) Additional Secretary (Coordination) Member Secretary Cabinet Division

Terms of References (ToR) of the Committee:

(A) To review the progress of the formulation of NSSS action plans of ministries/divisions and well as the thematic clusters and to conduct coordination as and when required;

(B) To submit the NSSS action of the Ministries/Divisions and thematic clusters to the CMC;

(C) To monitor the implementation progress of the NSSS action plans and to provide supports in trouble shooting any problems when necessary;

(D) The Committee will submit a report to the CMC within three months on the status of Action Plan formulation;

(E) SSPS programme will provide technical support to the Committee;

(F) The Sub-Committee shall hold a meeting at least once every two months, and the proceedings should be sent to the Cabinet Division.

(G) The Committee may co-opt any member if necessary.

Annexure-B (List of Social Security Programmes)

Ministry / Division	Ministry / Division Code	Name of Programme	Beneficiary (2017-18) (Lakh)	Budget (2017-18) (Crore BDT)
Cabinet	4	Social Security Policy Support (SSPS) Programme		10.80
LGD, MoLGRD&C	5100	Disaster and Climate Resilient	-	-
LGD, MoLGRD&C	4600	Rural Infrastructure Development	-	60.00
LGD, MoLGRD&C	4600	Urban Primary Health Care (Urban Primary Health Care Service Delivery)	2.00	57.00
LGD, MoLGRD&C	4600	Urban Public Environmental Health Care (Devt. Programme)	20.00	70.78
LGD, MoLGRD&C	4600	Haor Infrastructure and livelihood Development	0.45	210.00
LGD, MoLGRD&C	4600	Coastal Climate Resilient Infrastructure Improvement	0.50	260.00
LGD, MoLGRD&C	4600	Rural Employment and Road Maintenance Program (RERMP by LGED)	4.22	200.00
LGD, MoLGRD&C	4600	Agriculture Infrastructure Improvement (Bangladesh Agriculture Infrastructure Development Project)	0.62	29.60
LGD, MoLGRD&C	4600	Emergency 2007 Cyclone Recovery and Restoration	2.05	160.60
LGD, MoLGRD&C	4600	Bangladesh Rural Water Supply and Sanitation (National Sanitation Project)	1.87	49.00
LGD, MoLGRD&C	4200	Char Development and Settlement	1.00	94.85
LGD, MoLGRD&C	4600	Second Chittagong Hill Tracts Rural Development	6.02	69.80
LGD, MoLGRD&C	4600	Income Support Program for the Poorest	6.00	167.00
LGD, MoLGRD&C	4600	Multipurpose Disaster Shelter Construction	1.00	301.37
LGD, MoLGRD&C	4600	Strengthening Women's Ability for Productive New Opportunities (SWAPNO)	0.03	17.00
MoA	1200	Agriculture Rehabilitation	-	100.00
MoA	1200	Mujibnagar Integrated Agricultural Development	.	-
MoA	4600	Emergency 2007 Cyclone Recovery and Restoration	1.00	178.60
MoCHTA	2900	Food Assistance in CTG-Hill Tracts Area	7.76	265.10
MoDMR	5100	General Relief Activities	13.09	216.02
MoDMR	5100	Block Allocation for Disaster Management	-	200.00
MoDMR	5100	Non-Bengali Rehabilitation	1.21	80.20
MoDMR	2500	Housing Support	2.84	24.00
MoDMR	5100	Vulnerable Group Feeding (VGF)	67.96	1,642.26
MoDMR	5100	Gratuitous Relief (GR)	56.82	488.76

Ministry / Division	Ministry / Division Code	Name of Programme	Beneficiary (2017-18) (Lakh)	Budget (2017-18) (Crore BDT)
MoDMR	5100	Work for Money (WfM)	19.40	1,450.00
MoDMR	5100	Test Relief (TR) Cash	17.83	1,300.00
MoDMR	5100	Employment Generation Programme for the Poor	8.27	1,650.00
MoDMR	5100	Urban Resilience Project: (DNCC & DDM)	-	57.00
MoE	3700	Secondary Education Sector Investment Program	31.25	1,000.00
MoE	3700	Secondary Education Stipend	4.54	109.03
MoE	3700	Stipend for Female students at Bachelor Level	-	-
MoE	3700	Higher Secondary Stipend	2.25	49.87
MoE	3700	Secondary Education Quality and Access Enhancement Project (SEQAEP)	12.00	366.46
MoE	3700	Establishment of Autistic Academy in Bangladesh	-	60.00
MoE	3700	Skill and Employment Programme in Bangladesh		65.88
MoE	3700	Skill and Training Enhancement Project	-	0.02
MoE&F	2200	Fund for Climate Change	4.50	100.00
MoE&F	2200	Bangladesh Climate Resilient Participatory Afforestation and Reforestation	-	-
MoE&F	1200	Adaptation to Climate Change and Rehabilitation of Livelihood	-	2.49
MoF / FID	7	Fund for Micro-Credit through PKSF	30.79	90.00
MoF / FID	7	Social Development Foundation		425.00
MoF / FD	7	Pension for Retired Government Employees and their Families	6.26	22,392.22
MoF / FD	3300	Fund for Assistance to the Small Farmer and Poultry Farms	1.00	100.00
MoF / FD	7	Swanirvar Training Programme	0.17	1.90
MoF / FD	4600	Block Allocation for Various Programme	0.07	249.00
MoF / FD	7	Universal Pension Insurance Scheme	0.02	12.00
MoF / FD	3700	Skills for Employment Investment Programme	2.60	367.00
MoF / FD	7	Strengthening Public Financial Management for Social security		51.25
MoF&L	3300	Fishermen ID Card and Fisheries Project	-	-
MoF&L	3300	Integrated Fisheries & Livestock Development in Flood Controlled Areas & Water Bodies	-	-
MoF&L	3300	Regional Duck Breeding and Hatchery (3rd phase_2017-18)	0.16	42.47
MoF	1300	Open Market Sales (OMS)	113.88	780.48

Ministry / Division	Ministry / Division Code	Name of Programme	Beneficiary (2017-18) (Lakh)	Budget (2017-18) (Crore BDT)
MoHFW	4500	Maternal, Neo-natal, Child and Adolescent Health	911.66	1,290.00
MoHFW	4500	Essential Services Delivery	-	-
MoHFW	4500	Community Based Health Care	1,340.00	7.00
MoHFW	4500	National Nutrition Services	900.00	136.00
MoHFW	4500	Maternal, Child, Reproductive and Adolescent Health	5.81	1.83
MoHFW	4500	Clinical Contraception Services Delivery	31.36	282.28
MoHFW	4500	Family Planning Field Services Delivery	176.16	165.00
MoHFW	4500	T.B., Leprosy, Communicable Non-communicable Disease	2,353.39	668.10
MoHFW	4500	Institute of Paediatric Neuro Disorder (Institute of Paediatric Neuro Disorder and Autism in BSMMU_2017-18)	0.04	14.45
MoHFW	4500	Health Economic Financing and GNSP	-	-
MoHFW	4600	Support to the Urban Health and Nutrition to Bangladesh	0.73	36.85
MoI	3600	Integrated Support to Poverty and Inequality Reduction through Enterprise Development	-	0.02
MoI	3600	Poverty Reduction Through Inclusive and Sustainable Markets	0.04	12.45
MoL	3100	Gucchagram (Climate Victims Rehabilitation)	1.81	231.52
MoL&E	4000	Northern Area Reduction of Poverty	0.03	38.76
MoL&E	4000	Improving Working Condition in the Ready-Made Garments Sector	-	-
MoLWA	4800	Honorarium for Freedom Fighters	2.00	3,200.00
MoLWA	4800	Honorarium & Medical Allowances for Injured Freedom Fighters	0.15	267.36
MoLWA	4800	Ration for Shaheed Family and Injured Freedom Fighters	0.30	33.00
MoLWA	4800	Construction of Residence for Landless & poor Freedom Fighters	0.29	56.25
L&JD	1000	National Legal Aid Services	0.50	12.70
MoPME	3800	Primary School Stipend	32.92	354.48
MoPME	3800	School Feeding Programme	25.00	512.45
MoPME	3800	Reaching Out of School	4.55	186.00
MoSW	4100	Old Age Allowance	35.00	2,100.00
MoSW	4100	Allowances for the Widow, Deserted and Destitute Women	12.65	759.00
MoSW	4100	Allowances for the Financially Insolvent Disabled	8.25	693.00
MoSW	4100	Assistance for Cancer, Kidney and Liver Cirrhosis Patients	0.10	50.00

Ministry / Division	Ministry / Division Code	Name of Programme	Beneficiary (2017-18) (Lakh)	Budget (2017-18) (Crore BDT)
MoSW	4100	Grants for Residents in Government Orphanages and Other Institutions	0.20	51.00
MoSW	4100	Capitation Grants for Orphan Students in Non-Govt. Orphanages	0.98	103.68
MoSW	4100	Programme for Livelihood Improvement of tea-garden labourers	0.30	15.00
MoSW	4100	Stipend for Disabled Students	0.80	54.50
MoSW	4100	Grants for the Schools for the Disabled	0.35	22.96
MoSW	4100	Fund for the Welfare of Acid Burnt Women and Disabled	0.15	1.50
MoSW	4100	Trust for the protection of the persons with neurodevelopmental disabilities	-	10.50
MoSW	4100	Welfare Trust for Physical disabilities	-	10.00
MoSW	4100	Shamaj Kallyan Parishad	0.62	55.00
MoSW	4100	Service and Assistance Center for Disabled	3.76	65.00
MoSW	4100	Rehabilitation and Creation of Alternative Employment for Beggers Profession	0.06	3.00
MoSW	4100	Programme for Improving the Livelihood of Harijan, Dalit, Bade community (Bede and disadvantage community 2017-18)	0.29	27.00
MoSW	4100	Programme for Improving the Livelihood of Trans Gender (Hijra)	0.07	11.35
MoSW	4100	Child Sensitive Social security in Bangladesh	-	-
MoSW	4100	Construction of Hostel for Govt. Orphanage	0.08	19.88
MoSW	4100	Services for Children at Risk (Protection of Children at Risk / Child Sensitive Social security)	-	-
MoSW	4100	Establishment of Hostel for the Visually Impaired Children (37 Unit)	0.03	18.12
MoWCA	3200	Maternity Allowance Programme for the Poor	6.00	360.00
MoWCA	3200	Allowances for Urban Low-income Lactating Mothers	2.00	120.00
MoWCA	3200	Vulnerable Group Development (VGD)	137.14	1,407.65
MoWCA	3200	Micro-credit for Women Self-employment	0.22	4.00
MoWCA	3200	Joyeeta Foundation	0.06	1.25
MoWCA	3200	Women's Skill Based Training for Livelihood	-	4.48
MoWCA	3200	Child Development Centre	0.03	5.25
MoWCA	4100	Street Children Rehabilitation Programme	0.02	3.53

MoWCA	3200	Enabling Environment for Child Right	-	-
MoWCA	3200	Early Learning for Child Development	-	8.52
MoWCA	3200	Urban Based Marginal Women Development (Urban Based Women Development Project Phase-2_2017-18)	0.53	21.33
MoWCA	3200	Day Care Program for Lower and Middle Income Working Women (Establishment of 20 Child Day-care Centre Project_2016-17)	0.06	12.10
MoWCA	3200	Generation Break through	0.10	4.31
MoWCA	3200	Investment Component for Vulnerable Group Development	0.10	143.00
MoWR	4600	Participatory Small-Scale Water Resource Development	8.00	93.74
MoYS	3400	National Service	1.38	620.00
PMO	3	Lump Sum Provision for Development of Special Areas (Except Hill Tracts)	0.13	30.00
PMO	3	Ashroyan Project -2	0.26	292.00
RDCD, MoLGRD&C	4700	Expansion of Polli Daridro Bimochon Foundation for Poverty Alleviation and Self-employment	0.30	55.65
RDCD, MoLGRD&C	4700	Char Livelihood Program	-	-
RDCD, MoLGRD&C	4700	One House One Farm	9.00	772.59
RDCD, MoLGRD&C	4700	Economic Empowerment of the Poorest in Bangladesh	-	-
RDCD, MoLGRD&C	4700	Integrated Rural Employment Support Project for the Poor Women	0.13	28.00
RDCD, MoLGRD&C	4700	Rural Livelihood (2nd Phase)	0.21	49.91
RDCD, MoLGRD&C	4700	Initiative for Development, Empowerment, Awareness & Livelihood, Kurigram	-	-
RDCD, MoLGRD&C	4600	Rural Settlement Construction for improvement of Rural Livelihood	0.01	90.00
RDCD, MoLGRD&C	4700	Employment of Ultra Poor in Northern Areas	0.07	25.00
Total				**54,177.20**

Annexure- C (Core Diagnostic Instrument - CODI)

1. Inclusiveness				
Refers to the system's capacity to protect all members of society along the life cycle with special consideration for the most vulnerable				
Areas	**Latent**	**...**	**...**	**Advanced**
	1	2	3	4
Gender equality, non-discrimination, and special needs	Gender equality, non-discrimination, and special needs of vulnerable persons are not taken into consideration in social security laws, policies, strategies, and programs' design, nor in practice in the implementation.	Only for few programs, gender equality, non-discrimination, and special needs of vulnerable persons are taken into consideration in social security laws, policies, strategies, programs' design, and in practice.	Gender equality, non-discrimination, and special needs of vulnerable persons are taken into consideration in some programs' design and implementation and related legal provisions exist for a majority of programs.	Gender equality, non-discrimination, and special needs of vulnerable persons are taken into consideration in the majority programs' design and implementation and related legal provisions exist for all programs.
Coverage: non-contributory	Coverage of overall target population (as defined nationally) across the life cycle through non-contributory programs is very low.	Coverage of the target population (as defined nationally) across the life cycle through non-contributory programs is low.	Coverage of the target population (as defined nationally) across the life cycle through of non-contributory programs cover a majority of the target population.	Coverage of the target population (as defined by the nationally) across the life cycle through non- contributory programs is high.
Coverage: contributory	Small share of economically active population (including informal sector workers) are covered by contributory social security (insurance) programs/ mechanisms and labour market.	The majority of the economically active population in the formal economy are covered by contributory social security (insurance) programs/ mechanisms and labour market services and programs, but coverage of informal economy workers is low.	The majority of the economically active population (including informal sector workers) is covered by contributory social security (insurance) programs/ mechanisms and labour market services and programs, but some groups are excluded (e.g., migrants).	All (or almost all) of the economically active population (including informal sector workers and migrants) is covered by contributory social security (insurance) programs/ mechanisms and labour market services and programs.

1. Inclusiveness				
Refers to the system's capacity to protect all members of society along the life cycle with special consideration for the most vulnerable				
Areas	Latent	...	...	Advanced
	1	2	3	4
Effective coverage	Most of target and potentially eligible population is excluded in practice from receiving benefits when a contingency occurs.	Less than half of all eligible population receives benefits in practice.	A majority of potential eligible population receives benefits in practice.	Practically all eligible population receive benefits in practice.
Accessibility	Important impasses in accessing socialprotection programs exist due to high transaction costs. For example:the inability to enrol, long periods between enrolment rounds, and/ or lack of awareness among potential beneficiaries.	Access to social security programs is a challenge due to moderate transactioncosts. For example: the modest information campaign or irregular rounds of enrolment with no or limited access to individually request for enrollment.	Almost universal awareness of social security programs. For example due to effective communication, good access to enrolment process, proactive efforts to minimize enrollment cost to beneficiary, and short periods between enrollment rounds with possibility for enrollment at individual requests.	Proactive measures minimize costs to beneficiary. For example, to facilitate enrolment processes, rolling updates or automatic enrolment (i.e. through employment contracts), effective, tailored, and timely communication lead to universal awareness.

2. Adequacy				
Refers to the sufficiency of the system's benefit levels				
Areas	Latent	...	...	Advanced
	1	2	3	4
Benefit levels compared to social security needs	Benefits or services across social security programs are neither regular, nor predictable, and are not adequate to meet social security needs of the population.	Benefits and services of a minority of programs are regular and predictable and adequate to meet social security needs of the population.	Benefits and services of majority of programs are regular and predictable and adequate to meet social security needs of the population.	Benefits and services are regular and predictable and adequate to meet social security needs of the population.
Benefit level compared to national benchmarks	Benefit level across programs is not adequate with respect to national benchmarks (poverty line, minimum wage, market wage, etc.).	Benefit level of a majority of programs appear too low with respect to national benchmarks (poverty line, minimum wage, market wage, etc.).	Benefit level of a minority of programs appear too low with respect to national benchmarks (poverty line, minimum wage, market wage, etc.).	Benefit levels are adequate with respect to national benchmarks (poverty line, minimum wage, market wage, etc.) for all programs.

2. Adequacy				
Refers to the sufficiency of the system's benefit levels				
Areas	Latent	...	...	Advanced
	1	2	3	4
Impact of benefits on economic activity	There are neither benefits nor services to promote productive economic activity for those in working age.	The combination of benefit and services is not adequate to promote productive economic activity for those in working age.	The combination of benefit and services is overall adequate to promote productive economic activity for those in working age, but does not sufficiently take into account local market conditions and employers' needs.	The combination of benefit and services is adequate and suitable to promote productive economic activity for those in working age
Benefits compared to national / program objectives	The overall combination of program benefits is entirely inadequate to achieve national / program objectives.	Benefits across programs are contributing very little to achieving national social security objectives.	Benefits are contributing to achieving most of the national social security objectives.	Benefits are adequate to achieve national social security objectives.
Redistributor or poverty reduction effects	The system does not aim for and does not achieve a distribution of resources in favour of the poor, nor does it provide equal protection against risks and vulnerability, or reduce poverty.	The design of the system aims for, but does not achieve, significant results regarding the distribution of resources in favour of the poor, equal protection against risks and vulnerability, or reduction of poverty.	The design of the system achieves the distribution of resources in favour of few selected groups, some protection against risks and vulnerability for everyone, and has some impact on poverty.	The design of the system ensures the distribution of resources in favour of the poor, equal protection against risks and vulnerability, and reduces poverty.
Benefit provision and services delivery standards	There are no benefit provision and service delivery standards.	Some programs have defined benefit provision and service delivery standards, but they are not consistently enforced.	Most programs have defined benefit provision and service delivery standards, but these are consistently enforced for only a few programs.	There are clearly defined service benefit provision and delivery standards and they are fully enforced across programs.

3. Appropriateness				
Refers to the system's overall arrangements to respond to national context and needs				
Areas	**Latent**	**...**	**...**	**Advanced**
	1	2	3	4
Formulation of objectives, targets, and timeframes	Social security main policies / objectives are not well formulated, and lack clear targets and timeframes. A national strategy is not formulated.	Social security main policies / objectives are formulated, however with unrealistic targets and timeframes. A draft strategy on social security exists	Social security main policies / objectives are partially formulated and those formulated have realistic targets and timeframes. A national strategy on social security has been approved with no clear action plan for the strategy implementation.	Social security main policies / objectives are well formulated and set realistic targets and timeframes in an approved national social security strategy. A clear action plan exists.
Alignment of social security policies / programs / strategy	Social security main policies / strategy / program design are not aligned with national social security needs.	Social security main policies / strategy / program design are somewhat aligned with national social security needs.	Social security main policies / strategy/ program design are largely aligned with national social security needs.	Social security main policies / strategy / program design are aligned with national social security needs.
Combination of schemes and programs	Mix of social security programs is arbitrary, the majority of functions are not covered at all.	Mix of social security programs does not reflect population needs and socioeconomic realities. The majority of functions are partially addressed.	Mix of social security programs is fairly balanced and in line with social security needs and socioeconomic realities. The majority of functions are addressed.	Mix of all social security programs complement each other and fully reflect social security needs and socioeconomic realities. All functions of social security are addressed.
Composition of expenditure	Composition of expenditures does not reflect the population needs and is allocated in a hoc manner across functions of social security.	Composition of expenditures is reflective of certain population needs - they are concentrated only in one function of social security.	Composition of expenditures is reflective of most population needs - they are concentrated in a limited number of social security functions.	Composition of expenditures fully reflects population needs across all social security functions.
Evidence-based policy and program design	Policies and programs (including their budgeting) are not designed on the basis of evidence (risks and vulnerability analysis, social security needs, and gaps assessments, etc.).	Few policies and programs (including their budgeting) are designed on the basis of evidence (risks and vulnerability analysis, social security needs, and gaps assessments, etc.).	Policies and programs (including their budgeting) are designed on the basis of evidence (risks and vulnerability analysis, social security needs, and gaps assessments, etc.).	Most policies and programs (including their budgeting) are designed on the basis of updated, comprehensive (all functions), and disaggregated (including local levels) evidence (risks and vulnerability analysis, social security needs, and gaps assessments, etc.).

4. Respect for Rights & Dignity				
Refers to social security entitlements and implementation arrangements being anchored in law				
Areas	**Latent**	**...**	**...**	**Advanced**
	1	2	3	4
Entitlements anchored in law	Social security entitlements are not prescribed by law.	Entitlements regarding the range, duration, qualifying conditions, and levels of benefits are specified in the legal framework for some schemes.	Entitlements regarding range, duration, qualifying conditions, and benefit levels are specified in the legal framework for the majority of schemes and programs.	Entitlements regarding the range, duration, qualifying conditions, and levels of benefits for all schemes and programs are prescribed by law.
Enforcement mechanisms: public authority, complaint and appeal mechanisms, and public awareness	Enforcement mechanisms are not existent: no public authority, no complaint and appeal mechanisms in place, and the public is not informed about existing programs.	Inefficient enforcement mechanisms: weak public authority, inefficient and inaccessible complaint and appeal mechanism, and the general public is not sufficiently informed about their entitlements.	Enforcement mechanisms are responsive: efficient public authority for some programs, efficient and accessible complaint and appeal mechanisms are partially in place, and a majority of the population is informed about their entitlements.	Efficient and responsive enforcement mechanisms are in place: strong public authority, efficient and accessible complaint and appeal mechanisms, and the population are well-informed regarding their benefit entitlements.
Respect for dignity and human rights	Benefit design and delivery mechanisms (application, registration, delivery) do not respect human rights standards and principles.	Benefit design and delivery mechanisms (application, registration, delivery) of a few programs respect human rights standards and principles.	Benefit design and delivery mechanisms (application, registration, delivery) of some programs respect human rights standards and principles.	Benefit design and delivery mechanisms (application, registration, delivery) of all programs respect human rights standards and principles.
Confidentiality of private information	There are no mechanisms in place to protect private individual information.	Mechanisms do not sufficiently protect private individual information.	There are mechanisms in place for most programs that sufficiently protect private individual information.	Private individual information is effectively protected.

5. Governance & Institutional Capacity				
Assesses the system's rules, regulations, roles, responsibilities, and related implementation capacities				
Areas	Latent	...	...	Advanced
	1	2	3	4
Reporting mechanisms, roles, and responsibilities anchored in law	Legal framework does not prescribe the reporting mechanisms, roles, and responsibilities of different agencies/ entities across the different programs and schemes of the social security system.	Legal framework mentions but does not specify the functioning of reporting mechanisms, nor the roles and responsibilities of different agencies/ entities across the different programs and schemes of the social security system.	Legal framework mentions and provides some specifications for the functioning of reporting mechanisms and roles and responsibilities of different agencies / entities across the different programs and schemes of the social security system.	Legal framework clearly states the functioning of the reporting mechanisms and roles and responsibilities of different agencies/ entities across the different programs and schemes of the social security system.
Program implementation guidelines / operational manuals state reporting mechanisms, roles, and responsibilities	Most programs do not have implementation guidelines / operational manuals defining reporting mechanisms, roles, and responsibilities of agencies for the administration, delivery, and monitoring of programs.	Only some programs have implementation guidelines / operational manuals which define the reporting mechanisms, roles, and responsibilities of agencies for administration, delivery, and monitoring of programs.	Implementation guidelines / operational manuals which define the reporting mechanisms, roles, and responsibilities of agencies for administration, delivery, and monitoring of programs exist for most programs.	Implementation guidelines / operational manuals which define the reporting mechanisms, roles, and responsibilities of agencies for administration, delivery, and monitoring of programs exist for all programs.
Enforcement mechanisms	There are no mechanisms in place to enforce compliance with program rules and minimize error and fraud for the majority of programs.	Mechanisms in place to enforce compliance with program rules and minimize error and fraud are generally weak and do not exist for all programs.	Mechanisms in place to enforce compliance with program rules and minimize error and fraud are responsive for a majority of programs.	There are strong and efficient mechanisms in place to enforce compliance with program rules and minimize error and fraud for the majority or all programs.
Institutional supervisory capacity	None or minimal institutional capacity (staff, equipment, financial capital) to carry out or supervise tasks related to policy and program design, implementation, and monitoring.	Limited institutional capacity (staff, equipment, financial capital) to carry out or supervise tasks related to policy and program design, implementation, and monitoring.	Sufficient institutional capacity (staff, equipment, financial capital) to carry out or supervise nearly all tasks related to policy and program design, implementation, and monitoring.	High institutional capacity to carry out or supervise all tasks related to policy and program design, implementation, and monitoring.

5. Governance & Institutional Capacity				
Assesses the system's rules, regulations, roles, responsibilities, and related implementation capacities				
Areas	**Latent**	**...**	**...**	**Advanced**
	1	2	3	4
Staff implementation capacity	Program staff are not adequate in numbers and not sufficiently trained to carry out respective tasks.	Staff is either not adequate in number and/or not adequately trained to carry out respective tasks.	There is an adequate number of program staff and staff are adequately trained carry out respective tasks, but not consistently across all programs.	There is an adequate number of program staff and staff are adequately trained to carry out respective tasks for the majority or all programs.
Stakeholder participation	There are no structures and processes in place to ensure relevant stakeholders are well informed, consulted, and able, where necessary, to participate in the design, implementation, and monitoring of most programs.	Across social security programs, structures and processes are in place to ensure that some, however not all, relevant stakeholders are well informed, consulted, and able to participate where necessary in the design, implementation, and monitoring.	Structures and processes are in place to ensure that all relevant stakeholders are well informed, consulted, and able to participate in the design, implementation, and monitoring, however not for all programs.	Structures and processes are institutionalized and well-functioning to ensure all relevant stakeholders are well informed, consulted, and able to participate when necessary in the design, implementation, and monitoring of key policies and programs.

6. Financial & Fiscal Sustainability				
Refers to the system's financial and fiscal sustainability				
Areas	**Latent**	**...**	**...**	**Advanced**
	1	2	3	4
Contributory capacity taken into account in financing arrangements	Generally social security budget is not aligned with financing / contributory capacity.	Social security budget is aligned with financing / contributory capacity only for few programs.	Social security budget is aligned with financing / contributory capacity for most of the expenditure of most programs.	Social security budget is aligned with financing / contributory capacity for the cost of all programs.
Alignment of budget allocation with policy priorities	Social security budget allocation is not aligned with priority programs.	Social security budget allocation is aligned with a minority of priority programs.	Social security budget allocation is aligned with a majority of priority programs.	Social security budget allocation is fully aligned with priority programs.

6. Financial & Fiscal Sustainability				
Refers to the system's financial and fiscal sustainability				
Areas	Latent	...	...	Advanced
	1	2	3	4
Long term budget planning in line with demographic developments	Budget planning processes do not take projected economic and demographic developments into account for planned social security allocation of future years.	Budget planning processes take projected economic and demographic developments into account for planned social security allocation of future years for some of the programs.	The projection of individual program costs under different demographic and socioeconomic scenarios is available and often used to plan and budget programs' financing. Some of the system's programs are cost-effective. Budget planning processes take projected economic and demographic developments into account for planned social security allocation of future years for most of the programs.	The projection of individual program costs under different demographic and socioeconomic scenarios is available and often used to plan and budget programs' financing. Budget planning processes take projected economic and demographic developments fully into account for planned social security allocation of future years for all programs.
Long term financial commitments considered in legal framework and social security strategy	Long term vision of social security and related financial commitments are not addressed in the legal framework and /or the social security strategy.	Long term vision of social security and related financial commitments are generally overlooked in the legal framework and / or the social security strategy.	Long term vision of social security and related financial commitments are partially addressed in the legal framework and / or the social security strategy.	Long term vision of social security and related financial commitments are clearly addressed in the legal framework and/ or the social security strategy.
Reliability and progressivity of social security financing	Social security financing is unstable, unreliable, and regressive.	There are frequent delays and irregularities in the provision of social security financing, large part of the taxes are regressive.	There are occasional delays and irregularities in the provision of social security financing and some of the taxes are regressive.	Social security financing is stable, reliable, and progressive.

7. Coherence & Integration				
Refers to the alignment and coherence of the system across its policies, programs, and administrative structures, as well as coherence with related policy areas				
Areas	Latent	...	...	Advanced
	1	2	3	4
Complementarity of social security policies / degree of duplication and overlap	Social security policies and programs do not complement each other within and across social security functions, giving rise to duplications and inefficiencies.	There is a plan to achieve complementarity of policies and programs within agencies, but not across agencies.	Social security policies and programs are reasonably coherent and complement each other within agencies but not across social security such that some duplications are avoided but some inefficiencies exist.	Social security policies and programs are coherent and complement each other within and across social security functions, avoiding duplications and inefficiencies.
Institutional framework to ensure coordination	Neither legal provisions, institutional arrangements, nor other frameworks ensure coordination, integration, and complementarity across social security programs.	Limited legal provisions, ad hoc arrangements, or other frameworks mean limited coordination, integration, and complementarity of social security programs.	Reasonable legal provisions, institutional arrangements, and other frameworks ensure coordination, integration, and complementarity across some social security programs.	Clear and detailed legal provisions, institutional arrangements, and other frameworks ensure coordination, integration, and complementarity of the social security system across all social security programs.
Integration of program implementation	Each program has separate non-interoperable implementation and information processes.	Some programs share at least one delivery system (ID / transaction/ targeting / enrollment/ MIS) and there is some ability to share and validate information across a few programs.	Most programs share some delivery systems (ID / transaction / targeting / enrollment / MIS) and there is good ability to share and validate information across the majority of programs.	Programs share common delivery systems.
Possibility of integrated analysis of social security financing	The classification of budget expenditure and revenues does not allow for an integrated analysis of social security expenditures and financing.	The classification of budget expenditure allows for an integrated analysis of social security expenditures and financing for some social security functions.	The classification of budget expenditure allows for an integrated analysis of social security expenditures and financing across a majority of social security functions.	The classification of budget expenditures allow for an integrated analysis of all social security expenditures and financing.

7. Coherence & Integration				
Refers to the alignment and coherence of the system across its policies, programs, and administrative structures, as well as coherence with related policy areas				
Areas	Latent	...	...	Advanced
	1	2	3	4
Coherence with other policy areas	There are neither mechanisms nor procedures to ensure coherence between social security and other sectors.	Some consideration is given in the policy set-up to ensure coherence between social security and other sectors, but this is generally not applied in practice.	There are mechanisms and procedures to ensure coherence between social security and some other sectors and these are applied in some circumstances.	There are mechanisms and procedures that are applied in practice to ensure coherence between social security and all other relevant sectors.

8. Responsiveness				
Refers to the system's M&E framework and flexibility to adjust / adapt in response to socio-economic crises				
Areas	Latent	...	...	Advanced
	1	2	3	4
Responsiveness of budget and implementation mechanisms	There are no budget or implementation mechanisms in place to effectively respond to shocks, crisis, socio-economic changes, or demographic developments for the majority of programs.	There are inefficient budget and implementation mechanisms in place to respond to shocks, crisis, socioeconomic changes, or socio-demographic developments. These mechanisms are not contemplated in the legal framework.	There are budget and implementation mechanisms in place to effectively respond to shocks, crisis, socioeconomic changes, or socio-demographic developments but only for some programs. Legal provisions may exist for some programs.	There are budget and implementation mechanisms in place to effectively respond to shocks, crisis, socio-economic, or socio-demographic developments changes for the majority of programs. Detailed legal provision are in place.
Availability, quality, and timeliness of data on trends and social security programs	Data, statistics, and monitoring reports are produced ad hoc, not accessible to main agencies, and are not used to inform policy actions to adapt the system to evolving needs and socio-economic trends. There are no program evaluation available.	Data, statistics, and monitoring reports are accessible to main agencies, but are not produced periodically and in a timely manner, and are insufficient to revise and adapt the system to evolving needs and socio-economic trends.	Data, statistics, and monitoring reports are accessible to main agencies, produced in a timely manner, but not always used to revise and adapt the system to evolving needs and socio-economic trends. Evaluations are done only ad hoc.	Data, statistics, monitoring reports, and regular program evaluation are accessible to main agencies, produced periodically and in a timely manner, and routinely used to revise and adapt the system to evolving needs and socio-economic trends.

8. Responsiveness				
Refers to the system's M&E framework and flexibility to adjust / adapt in response to socio-economic crises				
Areas	Latent	...	...	Advanced
	1	2	3	4
Information dissemination mechanisms	There are no information dissemination mechanisms in place to publicize changes in program implementation.	Partial capacity for information dissemination, outreach, and awareness raising including as regards short term / emergency changes, but not always adapted such that it reaches all relevant parties.	Most programs have adequate capacity for information dissemination, outreach, and awareness raising including for short term/emergency changes that is adapted to reach most relevant parties.	All programs have full capacity and mechanisms in place for information dissemination and awareness raising including for short term / emergency changes that is adapted to reach all relevant parties.
Mechanisms for parametric adjustments	Programs do not have a mechanism to carry out parametric adjustments.	Programs have a mechanism in place to carry out parametric reforms but this is not applied in practice.	Most programs have a mechanism in place for parametric adjustment and this is usually applied in practice.	All programs have a well-functioning mechanism in place for parametric reforms that is applied consistently.
Coverage of emergency response operations in practice	Only a small share of the population is included in relief programs in case of disasters or shocks and with significant delays.	A significant share of the population is included in relief programs if affected by disasters and shocks is, but with significant delays.	The majority of the population is included in emergency relief / disaster responses but not all on a timely basis.	All (or almost all) of the population affected by disasters and shocks are included in case of shocks or emergency responses in a timely manner.

9. Cost-effectiveness				
Refers to cost effectiveness both for those financing and for those benefiting from a program (apply only if evidence exists)				
Areas	Latent	...	...	Advanced
	1	2	3	4
Cost of program delivery	The individual programs delivery cost is high rendering low benefit / cost ratios and making the system costly and ineffective.	The delivery cost varies by program but the majority of programs have a relatively low benefit / cost ratio making the system overall costly and ineffective.	The delivery cost is moderate across programs and the benefit / cost ratio is moderate, making the system moderately cost-effective.	Individual program delivery cost is low, resulting in high benefit/cost ratios across the majority of programs.

10. Incentive Compatibility Refers to ensuring that the system's programs don't generate distortionary effects (apply only if evidence exists)				
Areas	**Latent**	**...**	**...**	**Advanced**
	1	2	3	4
Consideration of incentives in program design	Incentive compatibility is not at all considered in the design and implementation of the social security system.	There is little attention in program design regarding behavioural incentives for workers, employers, or social security administrators.	There is an effort when designing social security programs to create positive behavioural incentives for workers, employers, or social security administrators.	The design of social security programs succeeds in creating positive behavioural incentives for workers, employers, or social security administrators.
Incentives for persons covered	Programs often create disincentives for beneficiaries to work, save, or participate in risk- pooling arrangements.	There are mixed incentives for beneficiaries to work, save, or participate in risk-pooling arrangements.	Some programs succeed in creating the positive incentives for beneficiaries to work, save, or participate in risk-pooling arrangements.	Overall, the system provides positive incentives for beneficiaries to work, save, or participate in risk-pooling arrangements.
Incentives for employers	Generally, employers have little incentives to register workers with social security programs.	The majority of employers have little incentives to register workers with social security programs.	Most of the employers have incentives to register workers with social security programs.	Generally, employers have strong incentives to register their employees with social security programs.
Incentives for scheme administrators	There are no incentives for scheme administrators to enrol eligible beneficiaries and increase program take-up.	There is insufficient incentives for scheme administrators to enrol eligible beneficiaries and increase program take-up.	There are reasonable incentives for service providers to enrol eligible beneficiaries and increase program take-up.	There are strong incentives for scheme administrators to enrol eligible beneficiaries and increase program take-up.

Cabinet Division
and
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Government of the People's Republic of Bangladesh