



Review of  
the Training Curricula of the Training Institutes including BPATC with focus  
on Social Security

**Social Security Policy Support (SSPS) Programme**  
Cabinet Division and General Economics Division (GED)  
Government of the People's Republic of Bangladesh



**Report on  
Review of the Training Curricula of Training Institutes including  
BPATC with focus on Social Security**

Cabinet Division and BPATC

**Supported by**

Social Security Policy Support (SSPS) Programme of  
Cabinet Division and General Economics Division, Planning Commission  
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in Partnership with DFAT and UNDP

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## Executive Summary

Bangladesh government have a number of training institutions responsible for providing training for the government officials. These institutes are also responsible for providing different types of capacity building support and technical education to the government officers. Training programmes of training institutes like BPATC and other training institutes have their training guideline which is designed for their organizational objectives and needs. Training materials, guidelines, handouts, outlines of these organizations are often guided and aligned with the information of their own operations and objective of their organizations.

In comparison to other courses and training programmes the social protection is newer. The Social Protection term was first introduced during the initial drafting of its National Social Security Strategy (NSSS) in 2015. The political viewpoints and programme designs of social protection in Bangladesh had gradually evolved from poor-relief approach to safety net approach and finally to life cycle based social protection with adoption of NSSS. As a result, many of training institutes and government officials have very less or no orientation on social protection but this is one of the major focus areas of the government.

In this regard, Cabinet Division has undertaken an initiative to develop a curriculum guideline for Training of Trainers (TOT) on social protection for BPATC and other training institutes to mainstream the social protection education through different training programmes. In order to design this training guideline, a number of curricula and contents of different training institutes were reviewed to identify the existing gaps and challenges of the training programmes in terms of social protection education.

It was utmost effort of this guideline to consider the gaps and challenges existing training programmes, recent trends and practices, updates and reforms of social protection in this guideline as training content. Along with the review, a workshop was organized to take feedback and to validate these contents as training guideline form the representatives of concerned training institutes and organizations.

To formulate this guideline, Cabinet Division has reviewed contents and materials of different training institutes including Bangladesh Public Administration Training Centre (BPATC), National Institute of Local Government (NILG), Institute Public Finance (IPF), Centre for Medical Education (CME), National Institute of Population Research and Training (NIPORT), Bangladesh Academy for Rural Development (BARD), BIAM Foundation, Bangabandhu Academy for Poverty Alleviation, Rural Development (BAPARD) and National Academy for Planning and Development (NAPD) etc.

## **Introduction**

The National Social Security Strategy (NSSS) was formulated to guide the reformation of the existing social protection system of the government to ensure governance installation in the implementation of the social protection programmes in Bangladesh. In this way, the NSSS has brought the term of ‘Social Protection’ into fresh spotlight with reinvigorated impetus and renewed implications for policy makers and implementers of the country.

Moreover, the apparent shift in scopes and purposes of social protection over time required for an additional orientation or training for the relevant government officials and other relevant stakeholders on social protection and the NSSS as study which is multi-dimensional and cutting across many sectors and fields.

Bangladesh government has several training institutions responsible for providing training for the government officials. Some of the training institutions already have some topics, sessions or similar subjects on social protection whether many have no provisions in their training materials on social protection. These training institutions should adopt new reforms of social protection in their training curricula.

This curriculum guideline is aimed to accelerate the process of implementation of National Social Security Strategy (NSSS) as it is imperative for officials at different levels of the government to have enhanced knowledge and necessary skill development.

## **Objective of the Guideline**

The training institutions will be able provide updated knowledge and skills related to reformed social protection policies, programmes through this curriculum guideline so that in future trainees of their institutes become more capable and efficient in providing support to beneficiary and manage overall administration of the social protection programmes.

## **Specific Objectives of the Guideline**

The specific objective of the guideline is to deliver technical guideline to the BPATC and other affiliated training institutes on Social Protection and the NSSS of Bangladesh with a view to building their capacity so that they can provide training to the participants through different courses conducted in their organizations.

## **Outcomes of the Guideline**

Curriculum for Training of Trainers (TOT) on Social Security will help the training institutes to-

- Analyze the reformations and changes of social protection and social service and explain social protection, social assistance and social insurance.
- Scrutinize poverty, vulnerability, marginalization, impacts of social protections including human capital, risk management, economic reforms and other social cohesions in the light of the NSSS.



- Understand different obligations of social protection in terms of universal human declarations, national constitutional provisions, sustainable development goals and other national and international development agenda.
- Explain new approaches to social protection and life cycle mapping on social security Programmes on the updated social protection Programmes
- Apprehend evolution of social protection in Bangladesh, formulation of NSSS, organizational reforms, thematic clusters and governance of social protection in Bangladesh.
- Analyze beneficiary selection procedures, policies of various ministries/divisions, transparency and accountability in forming committee, and monitoring and reporting methods and procedures.

## **Modules of the Guideline**

- 1. Objectives of the Training, Introduction and Inauguration**
- 2. Rules and Participants' Expectations related to the Training and Pre-evaluation of the Training Course by the Participants.**

### **3. Concepts of Social Protection**

- Social Protection and Social Service
- Social Protection Functions
- Types of Social Protection
- Social Assistance
- Social insurance
- Labor Market Interventions
- Informal Social Protection
- Other Types of Social Protection

### **4. Poverty, Vulnerability and Marginalization**

- Poverty
- Poverty Head Count Ratio (HCR)
- Poverty Gap Index
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- Vulnerability
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- Marginalization

### **5. Impacts of Social Protection**

- Poverty Reduction
- Human Capital
- Promotion of Livelihoods
- Risk Management
- Economic Resilience
- Social Cohesion
- Economic Reforms

## **6. Social Protection as an Obligation**

- Universal Declaration of Human Rights
- Constitutional Provision
- Social Protection Floor Initiative
- Four Nationally Defined Guarantees
- Social Protection Staircase
- Sustainable Development Goals
- Social Protection for Achieving SDGs

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- Paradigm Shift
- Spending in Social Security
- Formulation of NSSS
- Process of Formulation
- Vision and Mission of NSSS
- Vision
- Mission

## **8. Broad Approaches to Social Protection**

- Poor Relief Approach
- Social Risk Management Approach
- Lifecycle Approach
- Lifecycle Risks
- Lifecycle Mapping
- Early Childhood
- School Age Children
- Youth
- Working Age
- Programmes for the Old Age
- Covariate Risks

## **9. Governance of Social Protection**

- Implementation Challenges
- Overlap of Programmes
- Leakage

- Governance Tools
- Single Registry MIS
- Strengthening G2P Payment Systems
- Strengthening Processes for Fair Targeting
- Grievance Redress System
- Strong M&E

## **10. Organizational Reforms**

- Central Management Committee
- TOR of CMC
- Thematic Clusters
- Social Allowances Cluster
- Food Security and Disaster Assistance Cluster
- Social Insurance Cluster
- Labor/Livelihood Intervention Cluster
- Human Development and Social Empowerment Cluster
- Terms of Reference of Thematic Cluster
- Crosscutting Ministries/Divisions

## **11. Important Committees**

- CMC Focal Point Committee
- Action Plan Sub-Committee
- Cluster Committees
- District Social Security Monitoring Committee
- Upazila Social Security Implementation Committee
- Administrative Reforms in the Second Phase
- Programmes Consolidation
- Major Programme Reforms

## **Contents of the Guideline**

1. Concepts of Social Protection and Bangladesh context
2. Poverty, Vulnerability and Marginalization and social protection
3. Impacts of Social Protection in poverty reduction
4. Social Protection as a state obligation.
5. Evolution of Social Protection in Bangladesh and Formulation of NSSS
6. Broad Approaches to Social Protection
7. Governance of Social Protection System
8. Organizational Reforms on Social Protection
9. Important Committees and Programme consolidation on Social Protection
10. Training Review and Evaluation
11. Session Operations Plan
12. Handouts of the Curriculum Guideline



## 1. Concepts of Social Protection and Bangladesh context

The political viewpoints and Programme designs of social protection in Bangladesh have gradually evolved from poor-relief approach in 70's to safety net approach in late 90's and finally to lifecycle framework in 2015 with adoption of NSSS. The apparent shift in scopes and purposes of social protection over time created some misconceptions demanding more careful study of this subject which is multi-dimensional and cutting across many sectors and fields.

The initial source of confusion is the use of the two terms 'social protection' and 'social security' with varied meanings, though in many countries and organizations these are different. Some organizations consider social security simply as a part of social protection which includes also informal reciprocal support. However, many organizations such as UNDP and ILO have recently come to view the two concepts as having the same connotations.

In Bangladesh the term 'social protection' was used in the initial drafting of its National Social Security Strategy (NSSS). Later on, to make it consistent with the National Constitution it was changed to 'social security', without altering connotation. Similarly, throughout this booklet these terms have been used interchangeably.

The definition of social protection varies in terms of approaches adopted by particular agencies and institutions and their way of dealing with it. A wider definition of social protection is ... 'a set of formal and informal interventions that aim to reduce social and economic risks, vulnerabilities and deprivations for all people and facilitate equitable growth'.

The NSSS and the European Report on Development define Social Protection as 'A specific set of actions to address the vulnerability of people's life through social insurance, offering protection against risk and adversity throughout life; through social assistance, offering payments and in kind transfers to support and enable the poor; and through inclusion efforts that enhance the capability of the marginalized to access social insurance and assistance'. United Nations Research Institute for Social Development (UNRISD) sees social protection as consisting of 'policies and Programmes designed to reduce poverty and vulnerability by promoting efficient labour markets, diminishing people's exposure to risks, and enhancing their capacity to manage economic and social risks, such as unemployment, exclusion, sickness, disability and old age'.

OECD views social protection as 'action to enhance the capacity of poor people to participate in, contribute to and benefit from the economic, social and political life of their communities and societies'.

UN Social Protection Theme Group in Bangladesh has agreed upon the following definition: 'Social Protection refers to a set of policies, Programmes and services that, over the lifecycle, protect against risks, shocks and stresses, and at the same time aim at reducing poverty, vulnerability and marginalization. It creates opportunities for poor and vulnerable groups to escape from poverty by strengthening resilience to shocks, enhancing the capacity to manage economic risks and removing barriers of exclusion, consistent with the fulfilment of social and economic rights.

DFID considers social protection as encompassing 'a sub-set of public actions, carried out by the state or privately, that address risk, vulnerability and chronic poverty'. Harvey et al. (2007) are of the opinion that social protection is concerned with protecting and helping those who are poor and vulnerable, such as children, women, older people, people living with disabilities, the displaced, the unemployed, and the sick. In spite of some differences, the most common features of social protection are that these are Programmes or interventions with the objective of tackling the challenges of poverty, vulnerability and social exclusion.

However, there is often great confusion when practically distinguishing a Programme or project as that of social protection. One of the reasons of such confusion is that some non-social protection Programmes also aim to reduce poverty and vulnerability as their ultimate goals. On the other hand, beneficiaries of some social protection Programmes are not necessarily poor, as is the case

about government pension or freedom fighter's allowance. Another reason is that perspectives of different ministries on social protection vary considerably. The Finance Division has a general policy of considering a Programme as social protection when it falls under social allowances for the poor, employment generation, food security and human development etc. The Finance Division publishes a list of Programmes as those of social protection each fiscal year.

## **Social Protection and Social Service**

Social protection and social services have some components and activities in common while also there is certain distinction in their operational aspects. The following diagram elucidates the matter to some extent.

Social protection usually falls under the wider purview of social service. Education and health are parts of social service but closely related with social protection. Social protection has three components such as social assistance, social insurance and social justice. Social assistance includes cash transfer and access to social services; unemployment insurance and cover-age for health hazards especially for working age people fall under social insurance; on the other hand, social justice ensures the issue of social rights and equality.

## **Social Protection Functions**

The objectives of social protection vary widely, from reducing poverty and vulnerability, building human capital, empowering women and girls, improving livelihoods, and responding to economic and other shocks. There are several different conceptual approaches to analyzing social protection objectives and functions. Each conceptualizes potential impacts in different ways, such as transformation, human capital, vulnerability and human rights.

The first three functions (the three Ps) were originally conceptualized by the World Bank. The addition of the transformative element positions social protection not just to alleviate poverty but to transform lives, through pursuing policies that rebalance the unequal power relations and reverse other barriers that cause vulnerabilities.

## **Types of Social Protection**

Social protection Programmes have been broadly divided into five types such as social allowance, social insurance, labour market intervention, informal social protection and miscellaneous types. Such classification of social protection has been shown in the following:

### **Social Assistance**

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

### **Social insurance**

Another equally important type of social protection is social insurance, which is usually contributory Programme where participants make regular payments. It is a Programme where risks are transferred to and pooled usually by government organizations. 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 or illness. Sometimes costs are matched or subsidized by the scheme provider. Internationally, social insurance is a

prevalent form of social protection, but in Bangladesh this system is yet to be massively introduced. The National Social Security Strategy (NSSS) of Bangladesh puts much emphasis on introducing suitable framework of social insurance. The Financial Institutions Division is working on developing insurance Programmes for different walks of people.

### **Labour Market Interventions**

Labour market interventions provide protection for poor people who are able to work and aim to ensure basic standards and rights. Interventions can be active or passive. Active labour market policies aim to help the unemployed and the most vulnerable find jobs, through interventions such as job centers, training, and policies to promote small and medium sized enterprises. Passive interventions include maternity benefits, injury compensation, and sickness benefits for those already in work, financed by the employer. Many poor people work within the informal sector, and some people with disabilities, the chronically ill and old may not be able to work at all, so labour market interventions cannot always reach them.

### **Informal Social Protection**

Informal or traditional social protection measures have been in operation since primitive societies. The modern-day social protection system does not fully replace or eliminate the need for informal social protection, such as reciprocal community support systems, bonding and bridging networks. Either because of resource constraints or operational difficulties, certain population or geographic areas may often remain outside the coverage of formal social protection. The informal community-based social protection partially covers the gaps left by formal interventions. Such social protections are usually managed by the communities mobilizing their collective resources though there are instances of receiving external funds from the government or donors. The charities like **zakats** and alms etc. are also a type of informal social protection. Informal or community based social protection is regarded as a strong instrument of tackling poverty and vulnerability. Therefore, the formal social protection interventions need to be carefully designed so that the potential of the informal social protection is not damaged.

### **Other Types of Social Protection**

Social care and support are highly complementary to social protection, and sometimes considered to be a form of social assistance. Government or private sector subsidies are sometimes classified as social protection if they act as safety nets. Subsidies can keep prices low for basic goods and services consumed by the poor. However, subsidies are often regressive, turning out to be more beneficial for the higher income groups than the actual poor. Social protection is mainly about tackling some inter-connected concepts like poverty, vulnerability and marginalization. Therefore, it will be useful to provide brief notes on these issues.

## **2. Poverty, Vulnerability and Marginalization and social protection**

According to UNDP, poverty is the total absence of opportunities, accompanied by high levels of undernourishment, hunger, illiteracy, lack of education, physical and mental ailments, emotional and social instability, unhappiness, sorrow and hopelessness for the future.

The World Bank regards poverty as deprivation in well-being. Poverty is multifaceted including low incomes and the inability to acquire the basic goods and services necessary for survival with dignity.

Poverty is usually measured as either absolute or relative poverty. Absolute poverty refers to a set standard which is consistent over time and between countries. The World Bank defines extreme

poverty as living on less than \$1.90 a day, at purchasing power parity (adjusting the dollar exchange rate to what a dollar can purchase in each country based on price and income data).

The relative poverty is actually an index of income inequality. Usually, relative poverty is measured as the percentage of the population with income less than some fixed proportion of median income of households or individuals. The main poverty line used in the OECD and the European Union is a relative poverty measure based on "economic distance", a level of income usually set at 60% of the median household income.

Bangladesh has a nationally defined poverty line, calculated by the Cost of Basic Needs (CBN) method. It includes the cost of a basic food basket (eleven food items) representing a nutritional requirement of 2,122 k.cal per person per day plus estimating the cost of consuming non-food items by house-holds close to the poverty line.

In addition, Bangladesh has an official lower poverty line defining extreme poverty. A household with total expenditure on food and non-food items combined less than the cost of the basic food basket is falling below the extreme poverty line. This line corresponds to a food intake of 1.805 k.cal per person per day.

There are different types of indices used to indicate the situation of poverty. Some frequently used poverty indices are as follows:

### **Poverty Head Count Ratio (HCR)**

The head count ratio indicates the percentage of people living below poverty line. What is commonly known as poverty rate is simply the HCR. It is most common and widely used index of poverty. HCR is the proportion of a population that lives below the poverty line. The estimated poverty headcount ratio of Bangladesh is 23%, against the nationally defined poverty line. Estimates also indicate that headcount ratio for extreme poverty has declined below 13%.

### **Poverty Gap Index**

Poverty headcount ratio simply indicates how many people are below poverty line, but it does not clearly say how far below poverty line they are. Poverty gap index reveals the depth of poverty. It is the average income shortfall of the poor people from the poverty line. The poverty gap index of Bangladesh was 6.5% in 2010 (down from 9% in 2005). It means that average monthly income of poor people is 6.5% less than the income defining the national poverty line. From this index one can calculate how much money is required to bring all the poor above poverty line by multiplying it with total population of Bangladesh.

### **Squared Poverty Gap Index:**

The squared poverty gap index is one form of a weighted sum of poverty gaps, with the weight proportionate to the poverty gap. It is calculated by averaging the square of the poverty gaps of each individual. This index is efficient to indicate the severity of poverty. The Squared Poverty Gap Index of Bangladesh was 2.9% in 2005, which was reduced to 2.0% in 2010.

### **Vulnerability**

Vulnerability is determined by a combination of exposure to shocks and stresses, susceptibility or sensitivity to such adverse events and capability (or lack thereof) to cope with them. While poverty describes the state of affairs in the present day, vulnerability is concerned with what the situation

could be in future with respect to poverty. If a non-poor individual or a household far away from the poverty line experiences an adverse situation s/he may come closer to the poverty line. However, if the non-poor person is already near the poverty line, any socio-economic shocks will most probably send him/her down below the poverty line. Any such disasters or losses will push the already poor people to still deeper poverty. Therefore, the person near the poverty line is very vulnerable to poverty if not supported by any protective measures.

There are some impoverishing forces or factors which increase the vulnerability of people becoming poor. These forces may be economic, political, health, socio-cultural or environmental. The process of becoming poor may be sudden and unexpected or may be a gradual sliding down. The individual depends on resources, assets, or support mechanisms sufficient to mitigate the effects from such situations. However, if his/her resources are not sufficient s/he will fall victim to poverty.

### **Vulnerable Groups**

There are certain groups of people who are considered to be very vulnerable. Such groups include children, persons with disability, women, youths without job, people with long-illness and elderly people. The vulnerable people will need special protective measures to mitigate the risks of falling to poverty.

### **Marginalization:**

Social exclusion or marginalization is the process in which individuals or communities are systematically deprived of various rights, opportunities and resources that are normally available to members of different groups, and which are fundamental to social integration within that particular group. Such opportunities include housing, employment, healthcare, civic engagement, democratic participation, etc.

Marginalization may be linked to a person's social class, race, skin colour, educational status, living standards, or personal choices in fashion. Such marginalization may also apply to people with disability, minorities, transgender, drug addicts, elderly people etc. Anyone who deviates from perceived norms of a population may become subject to social exclusion. This also makes them hard to reach. They are often not aware of rights and entitlements, and, even if they are, might self-exclude themselves.

## **3. Impacts of Social Protection in poverty reduction**

Social protection has a lot of positive impacts on the socio-economic conditions of a country, especially about the poor and the vulnerable. Specifically, it has great impact in reducing poverty and inequality, human capital development and risk management. These are described in the following diagram and the subsequent discussion:

### **Poverty Reduction**

A main impact of social protection is poverty reduction as social transfer directly increases the income of the poor, thus, reducing poverty gaps. Due to lack of productive assets and susceptibility to shocks and stresses, the poor cannot take initiatives to increase their income. Rather, they invest their assets and labor in safer activities which yield comparatively less return. This is a condition usually called poverty trap which they need external supports to get out of. Social protection works as an external push to bring the poor out of their predicament. Moreover, indirectly social

protection reduces poverty as it enhances economic activities in the society. Social protection can prevent some of the worst consequences of poverty - the transmission of lifelong poverty to children.

## **Human Capital**

Social protection 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 labor markets. For example, child benefits and school assistance packages improve school attendance and eventually enhance education. Social protection directly improves the health status of people, which in turn contributes to promoting human development and ultimately economic growth.

## **Promotion of Livelihoods**

The small amount of money of social allowances is often invested by the beneficiaries in small scale livelihood development activities in their households. Moreover, the money received from social protection provides security to the recipients to better manage the risks of more rewarding but riskier economic activities, thereby enhancing the scope for better livelihoods.

## **Risk Management**

Social protection enables poor people to protect themselves and their productive assets against shocks. It enables them to defend their long-term income generating potential. Social protection enables households to resist desperate measures and reduce future vulnerability. For example, social health protection prevents impoverishment from catastrophic health expenditure, consequently protecting productive assets. Adequate cash transfers prevent farmers from selling their land and livestock, on which their future prosperity depends.

## **Economic Resilience**

Resilience is the ability to be prepared for, absorb and cope with a shock, withstand moderate hazards and being able to bounce back from setbacks. Evidence shows that social protection supports the recipients to enhance their economic resilience. A person covered by any type of social protection Programme is more capable of fighting against shocks and vulnerability and protect social and economic conditions.

## **Social Cohesion**

Social protection helps create an effective and secure state by building social cohesion and a sense of citizenship as well as reducing conflict. People receiving social benefits from the government feel more loyal and committed to the government. Such loyalty enhances national solidarity and bonding. Moreover, the cash and commodity received as social allowances reduces the resource inequality, contributing to build up social cohesion.

## **Economic Reforms**

Social protection can mediate new vulnerabilities resulting from the necessary economic transformation that Bangladesh is now undergoing in its transition to Middle Income Country status. It can generate gains for those groups who might otherwise be disadvantaged, by providing a balancing function. Social protection produces broader gains not only for the direct beneficiaries but also for others who participate in the reformed economic environment. It has been observed that the benefits of social protection are usually spent locally, bolstering demands for local economic activities, as the increased buying power of the poor creates more demand for locally produced goods and services.

## **4. Social Protection as an Obligation**

In spite of the fact that social protection has so many positive effects in reducing poverty and inequality, there is also criticism that social protection often makes people dependent on the benefits. Voice is often raised that social protection might reduce the working spirit of people. Also, there is debate as to whether the huge allocation in social protection could be better utilized in improving the economy of a country.

Thus, the social protection has often been looked down upon as useless, expensive or even dysfunctional for developing countries. However, evidence shows that the social protection is a very effective tool for accelerated poverty reduction and sustained social and economic growth. There is no substantial evidence that social protection creates a dependency trap or disincentives to work. Moreover, the governments have some obligation in social protection as is recognized in the Universal Declaration of Human Rights of the UN.

### **Universal Declaration of Human Rights**

The Universal Declaration of Human Rights of UN asserts that “Everyone, as a member of society, ... has the right to social security through national effort and international co-operation and in accordance with the organization and resources of each State, of the economic, social and cultural rights indispensable for his dignity and the free development of his personality” (Article 22). The Universal Declaration also ensures that “everyone has the right to a standard of living adequate for the health and well-being of himself and of his family, including food, clothing, housing and medical care and necessary social services, and the right to security in the event of unemployment, sickness, disability, widowhood, old age or other lack of livelihood in circumstances beyond his control” (Article 25). The Universal Declaration of Human Rights, of which Bangladesh is a party, makes it an obligation for the government of Bangladesh to take measures to ensure social protection of the deserving people.

### **Constitutional Provision**

The constitutional provision of Bangladesh is also in consistence with the Universal Declaration of Human Rights. Social security for citizens is mandated mainly by Article 15(d) of the Constitution of the People’s Republic of Bangladesh which provides ‘...the right to social security, that is to say to public assistance in cases of undeserved want arising from unemployment, illness or disablement, or suffered by widows or orphans or in old age, or in other such cases.’



Thus, the government bears the constitutional obligation of ensuring citizens' right to social security. Though Bangladesh does not have any separate law or Act of Parliament for social security, the constitutional provision and the other relevant rules and circulars, coupled with consistently growing allocation in national budget every year, amply provides the legal basis for social protection in the country. The recently approved National Social Security Strategy of Bangladesh is another evidence of the government's commitment to ensuring social security for the poor.

### **Social Protection Floor Initiative**

Following the global economic recession and in pursuance of the universal declaration of human rights and other related protocols, the UN Chief Executives Board approved the Social Protection Floor (SPF) in 2009. The SPF is a global and coherent social policy concept that promotes nationally defined strategies for the provision of a minimum level of income security and access to essential services for all. The SPF promotes a holistic and coherent vision of national social protection systems, rights-based, as a key component of national development strategies. In 2012, Social Protection Floor Recommendations suggested that member states would formulate social security strategies based on national consultations. Bangladesh is a signatory to the social protection floor initiative of the UN and Bangladesh complied with the provision.

The Social Protection Floor is a set of basic social security rights and transfers, to help promote human rights and support decent living standards worldwide. The aim is to extend basic support and protection to all those in need. The Social Protection Floor should be established according to each individual nation's priorities and resources and designed and implemented with the participation of all relevant social partners. It is to be implemented through national legislation and be progressively enhanced according to the economic development of each country.

The Social Protection Floor should be a key aspect of a country's development plans and strategies and should be closely linked to policies that promote employment and decent working conditions. Within this framework, the International Labor Organization (ILO) promotes four essential guarantees: access to healthcare, child benefits, basic retirement pensions, and income support for the working poor, the unemployed and pregnant women. It is important to acknowledge that the ILO has developed several international standards in the area of social security. Four Nationally Defined Guarantees:

The social protection floor initiative is a guiding principle according to which each nation defines its own minimum social security provisions. The only precondition is that the national social protection floor has to fulfil the four guarantees as mentioned above. The SPF is very flexible and requires that each country will design its own mechanism of delivering social protection benefits. Social protection floors also emphasize that the financing of the social security Programmes should be financed from national budget, moving away from dependency on external donor agencies.

### **Social Protection Staircase**

The Social Protection Floor has the concept of implementing it step by step as is the concept of the following staircase:

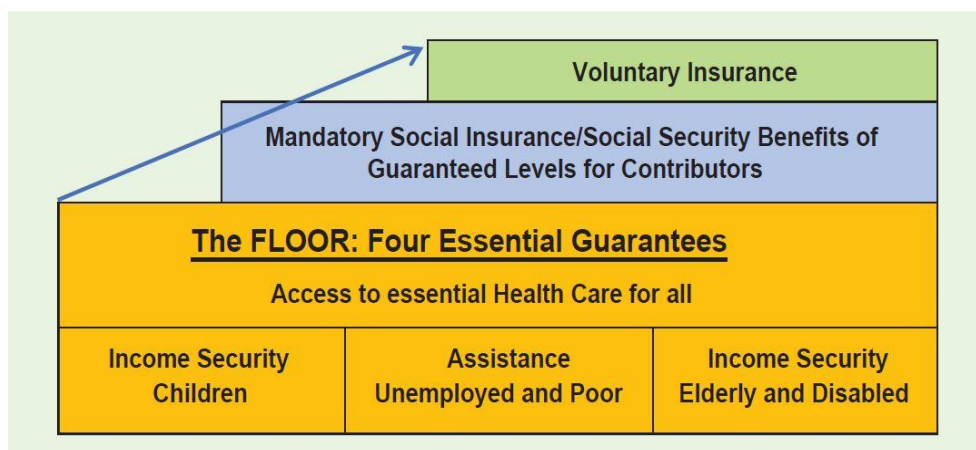


Figure : Vertical Extension

Countries have to ensure the four essential guarantees as basic floors. Then they are to gradually consider implementing the higher Programmes, like mandatory social insurance and voluntary insurance, based on their capacities.

### **Sustainable Development Goals**

Social protection plays a vital role to bring people out of poverty and also prevent them from falling into poverty. It is revealed from a study that social protection Programmes are worldwide preventing 150 million people from falling into poverty. Such an important instrument as social protection was not included in the Millennium Development Goals (MDGs). However, it is undoubtedly accepted that social protection has a massive contribution to the achievement of Goal 1: Eradicate extreme poverty and hunger.

Influenced by the social protection floor initiative, the Sustainable Development Goals 2030 (SDGs) put emphasis on social protection to achieve some of the goals and the associated targets. It is to be noted that Goals 3 and 8 do not directly mention social protection targets but are included because health coverage (Goal 3) is a social protection measure and one of the four aspects of the social protection floor, and social protection is one of the four pillars of 'decent work' (Goal 8).

### **Social Protection for Achieving SDGs**

Social protection is by its very nature inter-sectoral and can serve as a driver and enabler to achieve basically all of the SDGs as explained below:

**1 NO POVERTY**



**End poverty in all its forms everywhere:** The role of social protection in the goal of ending poverty is self-evident. This goal also has as an explicit target to “implement nationally appropriate social protection systems and measures for all” (target 1.3). Social protection programmes can reduce the incidence, depth and severity of poverty and mitigate multi-dimensional deprivations.

**2 ZERO HUNGER**



**End hunger, achieve food security and improved nutrition and promote sustainable agriculture:** Households receiving social allowances invariably spend more on quantity and quality of food items, improving their food security and nutrition status. Social protection programmes smooth consumption during economic downturns and give protection against food price volatility.

**3 GOOD HEALTH AND WELL-BEING**



**Ensure healthy lives and promote well-being for all at all ages:** Poor health is a symptom of poverty and social protection contributes to better health outcomes by reducing poverty. Social protection built on the lifecycle approach has a strong potential to promote healthy lives and wellbeing at all ages, which in turn serves to reduce poverty since poor health is a very dominant driver of poverty.

**4 QUALITY EDUCATION**



**Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all:** Social protection can promote behaviour that improves human capital accumulation. Social protection can build life skills, confidence and empowerment. Social protection also offers opportunities to link unemployed people with vocational skills training and subsequently the employment route out of poverty.

**5 GENDER EQUALITY**



**Achieve gender equality and empower all women and girls:** Social protection programmes that are designed to be gender responsive can meet both short-term practical gender needs and long-term strategic needs. The transformative dimension of social protection includes breaking down barriers and restrictive social conventions on what a woman can do and be.

**6 CLEAN WATER AND SANITATION**



Ensure availability and sustainable management of water and sanitation for all: Households receiving social protection allowances use these for improved family welfare, which includes hygienic latrines and access to safe drinking water.

**7 AFFORDABLE AND CLEAN ENERGY**



Ensure access to affordable, reliable, sustainable and modern energy for all: Social protection contributes to improved household economy, which generates energy demands at the base of the social pyramid.

**8 DECENT WORK AND ECONOMIC GROWTH**



Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all: Social protection can mitigate consequences of uninsured risks that keep people in poverty traps of low-risk low-return livelihoods and create opportunities of productive investment.

**9 INDUSTRY, INNOVATION AND INFRASTRUCTURE**



Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation: Public works programmes can help to build, repair and maintain infrastructure of critical importance for the economic and social life of local communities, at the same time as they serve the intended primary purpose of providing employment and income to seasonally unemployed men and women.

**10 REDUCED INEQUALITIES**









Reduce inequality within and among countries: Social protection systems can contribute to both equality of opportunity through inclusive growth and better equity of outcome through redistributive measures.

**11 SUSTAINABLE CITIES AND COMMUNITIES**



Make cities and human settlements inclusive, safe, resilient and sustainable: Social protection programmes have been designed for a predominantly rural population, but there is growing realization that also the urban poor need support. Without causing an uncontrolled inflow of poor people to urban areas, social protection entitlements can be made portable.



<p><b>12</b> RESPONSIBLE CONSUMPTION AND PRODUCTION</p> 	<p><b>Ensure sustainable consumption and production patterns:</b> Social protection allowances are used for basic needs consumption, which stimulates production of essential goods and services in local markets. Countercyclical implementation of programmes has a stabilizing effect on markets, by boosting the aggregate demand during times of low demand.</p>
<p><b>13</b> CLIMATE ACTION</p> 	<p><b>Take urgent action to combat climate change and its impacts:</b> Adaptive social protection combines disaster risk reduction for areas and populations exposed to weather induced hazards, measures to build climate adaptive capacity and welfare measures for vulnerable households.</p>
<p><b>14</b> LIFE BELOW WATER</p> 	<p><b>Conserve and sustainably use the oceans, seas and marine resources for sustainable development:</b> Social protection can serve as a tool to avoid overfishing and over exploration of marine resources. Poor fishermen are entitled to different social protection allowances enabling them to use marine resources more sustainably.</p>
<p><b>15</b> LIFE ON LAND</p> 	<p><b>Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss:</b> Social protection programmes have often been used for roadside plantation, and also for various social forestry activities.</p>
<p><b>16</b> PEACE, JUSTICE AND STRONG INSTITUTIONS</p> 	<p><b>Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels:</b> Social protection can help reintegrate conflict-affected populations into socio-economic life and promote participatory citizenship. Social protection contributes to greater cohesion in the social fabric of a society, which invests in nation building.</p>
<p><b>17</b> PARTNERSHIPS FOR THE GOALS</p> 	<p><b>Strengthen the means of implementation and revitalize the global partnership for sustainable development:</b> Stronger South-South and triangular cooperation can contribute to better alignment of social protection programmes with sustainable development goals through sharing of successful experiences and lessons learned.</p>

## 5. Evolution of Social Protection in Bangladesh and Formulation of NSSS

Bangladesh has a long history of formal social safety net Programmes, which, in part, has shaped the nature of the current social security system. During the 1970s the focus of social security Programmes was on poor relief and vulnerable group feeding.

The decade of 1980s has been characterized by disaster response and relief operation. The component of development in addition to providing food was a remarkable improvement in the social protection Programmes in this period. During the 1990s, Programmes were taken to

provide support to special groups like old age, widows and people with disability. These Programmes were often supported by the development partners and NGOs. The provision of cash transfer was widely introduced in these Programmes. In the 2000s, numerous social safety net Programmes were taken up to support different types of risks and vulnerabilities. These safety net Programmes were often reinforced with graduation Programmes to bring the poor sustainably out of poverty.

It is remarkable to note that the overall social protection Programmes since independence have been rather incremental in response to the needs of people. Whenever there was crisis, it was tackled by taking up new Programmes or expanding the coverage of existing Programmes. There was no comprehensive approach to tackle different types of social risks. It was as late as 2015 that Bangladesh adopted a strategic and comprehensive approach to social protection.

## **Paradigm Shift**

The government's social protection Programmes were limited to different types of safety net Programmes to tackle poverty and vulnerabilities. Safety nets are forms of social protection which help people meet immediate basic needs in times of crisis. Typical short-term goals of these safety net Programmes were to mitigate the immediate impact of shocks and to smooth consumption. Bangladesh's current social security system is complex, comprising a large number of fragmented Programmes and managed by 25 ministries/divisions. There are 118 Programmes under the social security system currently financed through the budget.

It is for the first time in the history of Bangladesh that the government has taken a more comprehensive approach to social security by formulating the National Social Security Strategy (NSSS). It promotes the lifecycle based social protection system which is strategic in handling social risks along lifecycle. The purpose of this new system of social security is to consolidate the fragmented social safety net Programmes into lifecycle framework. Thus, the formulation of the NSSS has brought in a paradigm shift in the social security Programmes of Bangladesh.

## **Spending in Social Security**

Reflecting the Government's commitment to Social Security, budgetary allocations have gradually grown in absolute terms as well as a share of GDP. As shown in the next graph the allocation for Social Security Programmes (SSPs) has been more than 2 percent of GDP since 2008. The spending in social security was just 1.3 percent of GDP in 1998, which has increased significantly during the present periods as shown in the graph. 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 percent of total government spending, and reflects the high priority accorded by the Government to this aspect of the social development policy.

## **Formulation of NSSS**

In a great leap forward to develop an inclusive social protection for all deserving people, the government of Bangladesh has formulated the National Social Security Strategy (NSSS) of Bangladesh. It addresses Bangladesh's triple problems of poverty, vulnerability and marginalization to pave the way for implementing the Seventh Five Year Plan (SFYP) and the Vision-2021. The core of the strategy is a lifecycle approach covering people's need over their entire life. Social inclusion of marginalized groups is a central principle of NSSS, with an expansion of Programmes for the extreme poor and most vulnerable people.

## **Process of Formulation**

The issue of preparing a National Social Security Strategy was conceptualized during a macro-economic review meeting in 2010 and later on in an international workshop on social protection in 2011 in Dhaka. Hon'ble Prime Minister participated in the workshop and declared that Bangladesh urgently needs comprehensive strategic planning to better utilize the resources allocated for social protection. Then, after collaboration with stakeholders for numerous times the draft of NSSS was finalized in 2015 when it was kindly approved by the Cabinet. The process of drafting the NSSS was initiated in 2012 with an action plan adopted by the Government. The Cabinet formed 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 plenary session of the Central Monitoring (now Management) Committee (CMC) headed by the Cabinet Secretary also reviewed the drafts of the NSSS several times.

A framework paper outlining critical knowledge gaps and key issues to address in the Strategy was prepared in 2013 and served as the foundation for its formulation. International experience sharing, seminars and training courses have brought about enhanced social protection knowledge in ministries. Ten background research papers were produced to help inform the Strategy. A series of consultations took place to ensure engagement of all stakeholders. The draft was shared with relevant ministries and their feedbacks were reflected in the final draft. Now the NSSS is in the process of implementation for which ministry and cluster specific action plans have been prepared.

## **Vision and Mission of NSSS**

### **Vision**

The vision of the NSSS has been finalized after a daylong workshop with stakeholders including the representatives of the line ministries. The vision of the NSSS has been set as-

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

### **Mission**

The five-year long mission 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, prioritizing the poorest and most vulnerable members of society'.

## **6. Broad Approaches to Social Protection**

There are different approaches to social protection and the most widely discussed approaches are the 'poor relief approach', the 'lifecycle approach' and the World Bank's 'social risk management approach'.

### **Poor Relief Approach**

The poor relief approach came into use in 19th century in Europe. Later on it was adopted in some developing countries like Mexico and Colombia, and subsequently utilized by other developing countries including Bangladesh. It is a short-term planning striving to resolve poverty immediately by investing limited per capita resources. It has no focus on comprehensively tackling poverty. Such approach to social protection usually fails because of large targeting errors and small budgets.



## **Social Risk Management Approach**

The World Bank developed Social Risk Management (SRM) approach of social protection in the 1990s with the objective of extending social protection to include prevention, mitigation, and coping strategies to protect basic livelihoods and promote risk taking. Social risk management focuses specifically on the poor, who are the most vulnerable to risk and more likely to suffer in the face of economic shocks. SRM aims to reduce the vulnerability of the poor and encourage them to participate in riskier but higher-return activities in order to transition out of chronic poverty.

In SRM approach, risks are categorized in terms of their a) catastrophic vs. non-catastrophic shocks, b) idiosyncratic shocks vs. covariant shocks and c) single vs. repeated shocks. Risk management strategies fall in three broad categories such as prevention, mitigation and coping.

## **Lifecycle Approach**

In almost sharp contrast to the poor relief approach, there came up a more comprehensive approach to social protection which is lifecycle approach. It reflects that individuals face different risks and vulnerabilities at different stages in life, and that social protection can be designed to address these risks at each stage. It is a provision of basic social protection to citizens from the cradle to the grave.

The lifecycle approach was adopted by some European countries like Sweden in the early decades of the twentieth century. It was introduced by UK in 1945 and then came to be used across developed countries; also, in a range of developing countries. The main characteristic of the lifecycle approach is that it involves long term planning - Programmes directed at particular stages of the life cycle. It focuses resources on particular lifecycle risks. It is noteworthy that Bangladesh has adopted the lifecycle approach to social protection in the National Social Security Strategy.

## **Lifecycle Risks**

Lifecycle approach provides a comprehensive framework of lifecycle of a human being and analyses the basic risks along the cycle. The main risks during five major stages of citizens of Bangladesh have been captured in the following diagram. In addition to the lifecycle risks, the NSSS does also put similar emphasis on the covariate risks - such as natural disasters, food price shocks, etc.

The social security systems of most countries gradually evolved to address the risks and challenges across the lifecycle. In essence, countries shape their Social Security systems to provide support to various demographic groups, although most countries also have a small safety net for those who fall through the gaps or need additional support. To a large extent, the lifecycle approach underpins the Social Protection Floor (SPF) that has been endorsed by the United Nations and its member countries including Bangladesh.

## **Lifecycle Mapping**

Many existing social security Programmes of Bangladesh fit in the life cycle framework even though this was not used explicitly as a strategic consideration. But the analysis also shows that there are some major concerns which are not covered by social protection Programmes. For example, schemes to mitigate pregnancy and early childhood risks and disability are remarkably limited in both beneficiary coverage as well as financing. The average benefit of the old-age allowance Programme (excluding government pension) is very low and lots of poor old-age people are excluded. The disability benefits and vulnerable women's Programmes similarly suffer from

low coverage and low average benefits. The detailed lifecycle mapping as exercised in the NSSS is discussed below:

### **Early Childhood**

Coverage of very young children by social security schemes in Bangladesh is minimal, despite the challenges they face, in particular, with regard to under-nutrition. The Ministry of Women and Children Affairs (MoWCA) offers a small child grant – known as the Maternal Allowance Programme for Poor Lactating Mothers – that reaches 100,000 families. Therefore, the gap in provision for young children is massive. In effect, almost the entire category – around 15 million children – does not receive direct social security support. Addressing this huge gap is arguably amongst the most serious challenges for the NSSS.

### **School Age Children**

The highest coverage of social security schemes is during school age, mainly via the Primary and Secondary Student Stipends. Around 13 million children receive stipends, with the majority at primary school. Coverage is around 24 percent of primary school age children and 17 percent of secondary school age children. There is a small amount of transfer provided by the Ministry of Social Welfare for children with disabilities, but it only reaches 18,600 children in total - a tiny proportion of the total number of children in need.

### **Youth**

Programmes for the youth have not been separately mapped in the NSSS. Rather this age group has been considered together with the working age people. The Programmes taken for the working age are also meant for the youth.

### **Working Age**

The major Programmes in this category could be divided into two main types: workfare schemes; and Programmes for women. There are as many as 8 workfare schemes of which the two largest Programmes are the Food for Work Programme (FWP) and the Employment Generation Programme for the Poorest (EGPP). The aim of these Programmes is to help create employment in rural areas during agricultural slack period to create jobs for those who might need them, especially women. The schemes include Widows' Allowance, Vulnerable Group Development (VGD) and childcare for young mothers. In the formal sectors, the two missing areas of Social Security for working age group are a) unemployment insurance and b) injured workers insurance. The lack of any social insurance is even more pronounced for the informal sector, which accounts for 87.5 percent of all employment.

### **Programmes for the Old Age**

The highest level of social security spending in Bangladesh is on Programmes that address the risks associated with old age. It pays generally an allowance of Tk 500 to more than 3 million elderly people. Bangladesh's Old Age Allowance has one of the lowest transfer values in the world. Analysis of the 2010 HIES indicates that 33 percent of beneficiaries of the Old Age Allowance are below the age of eligibility (65 years for male and 62 years for female).

## **Covariate Risks**

Besides the lifecycle Programmes there are other Programmes for managing covariate and idiosyncratic risks. Such Programmes include disaster risk mitigation Programmes implemented by the Ministry of Food and the Ministry of Disaster Management and Relief. Other Programmes include food allowance Programmes like Vulnerable Group Feeding (VGF) and Open Market Sales (OMS) for absorbing price shocks. Besides, Government has a wide range of fiscal and monetary policy instruments to counter recessionary pressures on the economy.

## **7. Governance of Social Protection System**

The efficiency of social protection depends on the efficient designing of the Programmes and effective implementation of it. The most crucial part of it is fair targeting and timely delivery of benefits. However, the social protection Programmes being fragmented across multiple agencies there are chances of various challenges.

### **Implementation Challenges**

The most common challenges facing implementation of social protection are as follows:

#### **Overlapping of Programmes:**

Small and short-term schemes on social protection are usually undertaken in absence of comprehensive policy frameworks. These Programmes are usually incremental and are expanded when felt important. As a result, there are instances of overlapping of Programmes, either geographically or thematically. Similar types of Programmes are undertaken in certain areas, parts of which are already under coverage of other Programmes. This results in wastage of public resources and inefficiency of the Programmes.

#### **Leakage:**

In social protection, leakage usually indicates the extent to which a Programme includes beneficiaries who are not poor or not eligible for being enlisted as the beneficiaries. It is a common phenomenon in the global perspective that certain non-poor households get social protection benefits at the cost the genuine poor being excluded. In one estimate as much as 30% of the social benefits are wasted in leakage worldwide. In Bangladesh this rate is even more. There are some issues which are included as problems of leakage which are as follows:

- **Ghost beneficiaries:** The benefits are given to people who do not exist at all. This is a sort of pilferage in the name of fictitious people.
- **Rent seeking:** In this process the beneficiaries are forced to pay a certain portion of their benefits to the corrupt staff. Sometimes they have to pay money for getting their names enlisted in the list of beneficiaries.
- **Double dipping:** This problem is also faced in social protection Programmes in many countries. The beneficiaries get their names enlisted more than once so that they can receive double benefits. Sometimes they are enlisted in separate Programmes of same

nature. As a result of double dipping or duplication some non-poor are deprived of the benefits. This happens to be possible because of weak and fragmented MIS of the Programmes. There is also allegation that one cannot take this privilege without connivance of the relevant staff.

## **Governance Tools**

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

### **Single Registry MIS**

The efficient administration of Social Security schemes requires that high quality Management Information Systems (MISs) are in place. In effect, a form of national Single Registry can be established, based on a network of independent but interlinked scheme-specific MISs. Rather it integrates and uses databases of different Programmes of social protection or even other sectors by means of a single platform.

The term registry means an official written record of names or events or transactions. In a computerised environment, 'databases' and 'registries' are overlapping concepts, but both are for storing and retrieving information. MIS is a system that transforms retrieved data from a Programme's database into information that can be used for efficient and effective management. To do so, computerised MISs are based on tailored application software that allows for input, process and output of information. In social protection literature, the term MIS is mostly associated with Programme-level information management systems.

#### **The characteristics of single registry are as follows:**

- A single registry is a database of all people and households registered with Programmes.
- Though it is called single registry, it may not necessarily be single.
- It aims to collect, record and store updated and historical information on individual and household characteristics and circumstances, and verifies and checks information.
- It can be compiled and unified from the data collection of several Programmes.
- It is linked to a software application that acts as a platform for integration of different MISs.

Three categories of MISs can be considered 'single registries' in the perspective of social protection. The most basic category involves a system that solely manages internal Programme operations. This category of system can be housed effectively in a specialised unit within the Programme or may be outsourced to a specialised government agency. The middle category offers possibility of checking data of other departments for verification purpose. For example, in case of conditional cash transfer the data of education or health may be accessed. But in this category one Programme cannot access the data of another Programme. The most advanced category allows accessing data between different Programmes.

The NSSS recommends the advanced category of single registry and this is in the process of implementation. The NSSS stipulates that the Government will establish a national Single Registry that uses the database from the national identity system and is based on building scheme-specific MISs that communicate with each other and deliver comprehensive information across government.

The Statistics and Informatics Division (SID) will take the lead in establishing the Single Registry in coordination with other concerned Ministries/Divisions. The Civil Registration and Vital Statistics (CRVS) initiative of Cabinet Division is to coordinate data of different organizations including election commission, birth and death registration, and health information system. It will provide a strong basis for creating single registry MIS for social protection.

### **Strengthening G2P Payment Systems**

The choice of an appropriate delivery system depends on the specific type of social protection Programme. In developing countries, delivery of hard cash is the main option in cash transfer Programmes. Recently, there have been created opportunities for delivering cash through financially inclusive options such as bank account, mobile cash and ATM. Possibility of introducing inclusive payment depends on positive conditions of the following - a) government policy, b) beneficiary profile, c) technological infrastructure, d) available service providers, e) cost of transaction and f) security. The most positive aspect of inclusive payment method is that it stops possibilities of corruption of leakages.

Financially inclusive payments arrangements are increasingly feasible in developing countries. Financial inclusion method, especially through electronic media offers more and better services to recipients while also reducing the administrative and personal cost. Therefore, there is enthusiasm for the promise of shifting social benefit payments from “cash transfers to e-payments for the poor usually called digitized G2P or government to person payment.

A key reform initiative as recommended in the NSSS is introduction of digitized Government to Person (G2P) payment systems so that they promote financial inclusivity and prevent leakages. The Government has already improved the cash delivery systems in some Social Security schemes so that transfers are delivered through financial institutions. The modalities of transferring cash through mobile banking, postal cash cards and agent banking are being piloted for establishing sustainable system of inclusive cash transfer. So far the Bangladesh Bank has issued circulars for regulating mobile banking and agent banking which will further facilitate strengthening the G2P payment through digital channels.

In Bangladesh there are some Programmes which have in kind transfer, such as rice or wheat. The NSSS suggests that these Programmes should be changed to cash transfer except the Programmes for disaster response and relief, and Open Market Sales. Food for work Programme has already been changed to food for Taka Programme. Eventually the money will be transferred through electronic channels. The UNDP supported SWAPNO project of the Local Government Division has introduced a digital system of cash transfer to the beneficiaries. The Ministry of Social Welfare has introduced the digital system in a number of upazilas on pilot basis. Subject to positive experiences of these pilots the system will be rolled out nationwide.

## **Strengthening Processes for Fair Targeting**

In social protection, targeting represents one of the most challenging elements of social protection design and implementation. The most serious concern is the transfers of benefits to the right people. It is a common challenge faced by developing countries, in particular when using poverty-based selection processes. One of the reasons is that the poverty condition of people is constantly changing. It is difficult to keep track of people when they are entering into the threshold of eligibility or when they are going out. Moreover, there are other issues like political intervention and nepotism.

**There are many typologies of targeting approaches, each with very different institutional arrangements. The most common types are as follows:**

**Household Assessments:** In this process the incomes, expenditures, assets etc of a household is assessed. Two different methods are used for such assessment.

- **Means Test:** In this method the income and expenditure and the wealth of a household or individual is taken into consideration.
- **Proxy Means Test:** In this method the economic conditions are assessed based on statistical estimate of the probability of a household being poor. In this process a score card is prepared and the scores indicate the poverty condition of the households.

**Categorical targeting:** It involves identifying easily distinguishable attributes that characterize poor households and the provision of benefits to those who share those traits – such as children, older people or people who live in low-income areas.

**Self-targeting:** In this process the people identify themselves as most deserving candidates. The benefits of self-targeting Programmes are purposefully made unattractive, so that only the poorest will want it.

**Community-based targeting:** The community members take mutual decisions as to who are the most deserving candidates of the offered benefits. Some countries use single process for identifying the right persons as beneficiaries. Sometimes multiple processes are utilized for targeting. For example, in the Philippines list of beneficiaries is prepared based on proxy means test. Then it is displayed to the community people for their endorsement. After revising the list in line with community opinions (if any) the list is finalized.

The NSSS adopts the household assessment approach with the method of proxy means test for targeting. Accordingly, the Statistics and Informatics Divisions (SID) has taken an initiative to establish a Bangladesh Household Database using the Proxy Means Test (PMT) scorecard approach which will be completed by 2018. In view of the limitations of the PMT approach, a combination of PMT, support from local government, and support from NGOs will be employed to identify the actual poor and vulnerable population.

## **Grievance Redress System**

Grievance Redress System (GRS) is a functional platform for receiving people's complaints about quality of services delivered by government organizations. Its ultimate objective is to improve public administration and services quality, and thereby to enhance good governance. For fair and equitable administration of social protection Programmes, GRS is considered as important tools in many countries.

There are normally two approaches to GRS, namely aberration tackling approach and systemic pattern approach. The first one is rather traditional, trying to correct any abnormality in service delivery. In this process each case of grievance is handled separately while taking it for granted that the administrative mechanism is free from fault. On the other hand, the second approach analyses the pattern of the grievances and suggest measures for improvement of the administrative system so that the causes of grievances do not arise at all. The advancement of information technology has made this approach practicable and many countries including India, Malaysia and Japan have implemented systemic pattern based GRS.

In order to ensure fair selection of beneficiaries and proper delivery of social protection benefits, a grievance redress mechanism is important. The NSSS mandates the Cabinet Division to build up a system of complaint and grievance management. The Local Government Division will also facilitate to mitigate the grievances of the recipients in the grassroots level. The NGOs will create mass awareness about the rights of the people in social protection so that the demand side become interested to raise their voice in case of any deprivation. As part of government agenda to establish digital Bangladesh, the Cabinet Division recently installed a central online GRS to handle people's feedback more efficiently and effectively. In addition to written complaint, there is provision for hearing people's complaints in person. The Cabinet Division has issued directives to all the field offices to reserve one weekday for hearing people's complaints. Accordingly, the field offices are regularly hearing about people's dissatisfaction and providing instant remedy with records.

Some ministries have their own online grievance redress systems. However, it is recommended that measures should be taken to integrate the patchworks of all the ministries into a more robust and integrated GRS. Also, Cabinet Division took measures for capacity building of GRS officials of all the ministries. This Division formulated GRS guideline in 2015. However, in order to make the best utilization of the GRS platforms the people have to be sensitized so that they avail themselves of the facility of GRS to give vent to their dissatisfaction.

## **Strong M&E**

Monitoring and evaluation (M&E) is a function that helps improve performance of Programmes and achieve results. Monitoring is the process of measuring and tracking performance indicators and reviewing the Programme's implementation. It is an on-going process throughout the duration of the Programme. Monitoring is done periodically, usually quarterly or monthly based on the nature and duration of the scheme. It primarily provides the management and stakeholders with early indications of progress or deficiency in achieving the results. Monitoring information helps the authority make timely decisions and ensure accountability of the responsible persons. Monitoring provide the basis for evaluation.

Evaluation, on the other hand, is the systematic and objective assessment of an on-going or completed project or Programme. The main objective of evaluation is to determine achievement against the targeted results of the intervention. In evaluation the data of monitoring is used. Moreover, it is often necessary to conduct randomized control trial to assess the actual impact of the intervention in contrast with the control group.



## **M&E commonly endeavors to find out the answer to the following questions:**

- a) **Relevance:** Are the objectives and goals relevant in addressing the problems of needs?
- b) **Efficiency:** Is the project efficient, i.e. does it deliver output in a timely and cost effective manner?
- c) **Effective:** To what extent does the project achieve its objectives? What are the supportive factors and obstacles encountered during the implementation?
- d) **Impact:** What were the intended or unintended effects of the project?
- e) **Sustainability:** Are the benefits of the completed project durable?

There exist different types of M&E framework developed and improved by different organizations and countries for different purpose. Development Results Framework is a commonly used format of M&E. The recently introduced Annual Performance Agreement (APA) in Bangladesh also utilizes a framework of M&E. An effective framework of monitoring and evaluation (M&E) is necessary to improve delivery processes, document results, inform policymakers about the effectiveness of alternative approaches, and mobilize political support for sustainability and expansion of the Programmes that comprise the strategy. M&E activities will be divided into three components. Implementing Ministries/Divisions will monitor progress of their respective Programmes; IMED will be responsible for overall monitoring and evaluation of implementation of projects/ Programmes. Lastly, the role of GED would be to prepare a results framework using a matrix of specific indicators and evaluate performance of NSSS implementation in a holistic approach.

## **8. Organizational Reforms on the Social protections: Central Management Committee**

In consideration of the multi-dimensional expansion of the responsibilities, the erstwhile Central Monitoring Committee (CMC) on Social Safety Net Programmes has been reformed and renamed as Central Management Committee– (CMC) on Social Security Programmes. The committee is formed with the Cabinet Secretary as the chair and secretaries of 33 Ministries/Divisions as the members and the Additional Secretary (Coordination) of Cabinet Division as its member secretary.

### **TOR of CMC-The main terms of reference of the CMC include the following:**

- a) To provide supports to the five thematic clusters on social security for coordination of mutual cooperation and provide guidance in solving inter-ministerial or inter-cluster disagreements or disputes;
- b) To approve the action plans for implementation of NSSS and to monitor progress in implementation of these action plans;
- c) To assist the ministries/divisions in obtaining reasonable amount of budget allocation and logistical supports for implementation of the action plans;
- d) To provide guidance to the ministries/divisions in aligning their on-go-ing Programmes along the lifecycle framework;
- e) To properly coordinate the implementation of social security Programmes in consistence with the NSSS;
- f) To monitor the activities of the district and upazila level committees on social security, review their reports and take necessary decisions accordingly;

- g) To give guidance to the concerned ministries/divisions to implement the activities like, establishment of a single registry MIS, digitize G2P payment system, develop M&E and a robust GRS.

## **Thematic Clusters**

The NSSS suggests some administrative arrangements for smooth functioning and coordination of the social security Programmes undertaken by the line ministries. One of such newer arrangements is to provide a platform of coordination for ministries/divisions with identical types of social security Programmes. Such ministries/divisions have been grouped into five clusters to coordinate their Programmes for avoiding probable overlapping. In order to give effect to the recommendations of the NSSS the Cabinet Division has issued a circular clearly defining the structure of the thematic clusters and their roles. The thematic clusters are as follows:

### **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. 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.

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

### **Food Security & Disaster Assistance Cluster**

Food security is achieved when people, always, 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. The vision of this cluster is to ensure access to nutritious food for the poor and vulnerable. 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.

### **Social Insurance Cluster**

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. 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 vision of this cluster is to implement a suitable social insurance system in the country. The objective of the cluster is to develop organizational capacity and formulate necessary legal instruments for introduction of social insurance and social pension.

## **Labour/Livelihood Intervention Cluster**

Employment is considered as 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 vision of this cluster is to ensure sufficient livelihood for the poor. 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.

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

## **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 the 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;
- To design integrative plans for different Programmes to ensure correct targeting and their effective implementation.

## **Crosscutting Ministries/Divisions**

Besides the thematic clusters, there are some ministers/divisions which have cross cutting roles as follows:

- **Cabinet Division:** The Cabinet Division will review the proposals regarding consolidation, reformation or termination of social security Programmes of different ministries/divisions and the thematic clusters. The Division will be responsible for

establishing a Grievance Redress System (GRS). It will also formulate Management Information System (MIS) and Annual Monitoring & Evaluation (AM&E) regarding social security Programmes. Providing secretarial support to the Central Management Committee (CMC) is the responsibility of the Cabinet Division.

- **General Economics Division (GED):** GED will formulate a results-based monitoring and evaluation framework for the social security Programmes; ensure consistency of the social security Programmes with Five Year Plans and other national strategies;
- **Finance Division:** The Finance Division will approve and disburse public-financed social security budget and track financial delivery.
- **Local Government Division:** The responsibility of Local Government Division is to provide assistance in targeting the beneficiaries through Local Government Institutions following participatory methods; to resolve any complaints relating to selection of beneficiaries and assist in preparation of a monitoring and evaluation system in this regard; and to provide assistance to the Ministries/Divisions in implementation of their social security Programmes through the local government institutions.
- **Implementation Monitoring and Evaluation Division (IMED):** This Division will be responsible for monitoring and evaluation of implementation of projects/Programmes.
- **Statistics and Informatics Division (SID):** SID and BBS will develop, maintain and update a single registry beneficiary database, as well as the Bangladesh Household Database from which eligible beneficiaries can be sourced.

## 9. Important Committees and Programme consolidation on Social Protection

There exist several committees which facilitate the implementation as well as monitoring of the social protection Programmes with focus on the NSSS. Some of these committees are as follows:

### **CMC Focal Point Committee**

This is an informal committee headed by the Secretary (Coordination and Reforms), Cabinet Division to monitor the implementation of the CMC decisions and also to make recommendation to the CMC on certain issues in detail. The Social Protection Focal points of the CMC ministries are the members of the committee. The Focal Point Committee plays a very significant role in assisting the CMC.

### **Action Plan Sub-Committee**

In order to prepare action plans of the NSSS a 13-member NSSS action plan sub-committee has been formed, headed by the Secretary (Coordination and Reforms) of the Cabinet Division. The main responsibility of the sub-committee is to review the progress of the formulation of NSSS action plans of ministries/divisions and the thematic clusters and to conduct coordination as and when required. The sub-committee will submit the NSSS action plans of the Ministries/Divisions and thematic clusters to the CMC. It will also monitor the implementation progress of the NSSS action plans and provide support in troubleshooting any problems when necessary. Recently the committee has completed formulation of NSSS Action Plan which has been approved by the CMC.

### **Cluster Committees**

In order to coordinate the social protection activities of each thematic cluster and to carry out all the responsibilities of the thematic clusters, cluster committees headed by the Secretaries of the

cluster lead ministries have been formed. The focal points of cluster ministries/divisions are members of these committees.

### **District Social Security Monitoring Committee**

With the objective of monitoring the social security activities at the district level a District Monitoring Committee on Social Security Programmes was formed in each district in 2010. It is a 22-member committee headed by the Deputy Commissioners of the respective districts. The main terms of reference of the committee are to review the social security budget at the district level; to review and coordinate the social security action plans of different departments at the district; to review the policies and procedures of selection of the social security beneficiaries; and to review the overall activities of social security at the district and to provide necessary guidance for implementation of relevant Programmes.

### **Upazila Social Security Implementation Committee**

There is a social safety net implementation committee in each Upazila. This is a 15-member committee with the Upazila Nirbahi Officer (UNO) as the chair and the Upazila Chairman as its adviser. The main responsibility of the committee is to finalize and preserve the list of beneficiaries; ensure the delivery of social benefits to the recipients; and to monitor the overall implementation of the social security Programmes at the Upazila level. The committee will explore if there is any duplication in beneficiary selection and take measures to stop such duplication.

### **Administrative Reforms in the Second Phase**

The reform measures as mentioned above will continue till 2025. From 2026 onward the social protection system will enter into the second phase of social protection reforms characterised by a strengthened and reformed Department of Social Service (DSS) under the Ministry of Social Welfare. The DSS will be in charge of implementing or coordinating all the lifecycle based Programmes. Disaster response schemes, workfare Programmes and other Programmes falling outside lifecycle based Programmes will continue to be implemented by each respective ministry as required. Line ministries concerned will design and implement new innovative SSPs based on allocation of business, addressing emerging shocks and vulnerabilities, and coordinate such Programmes between them. The governance and policy making functions of the Cabinet Division will continue. The role of other ministries in dealing with cross cutting issues and M&E will remain as it is now.

### **Programme Consolidations**

The NSSS recommends that the sporadic and fragmented social security Programmes will be coordinated and consolidated into core lifecycle Programmes.

### **Major Programme Reforms**

Of the existing social security Programmes, 65 percent represent a lifecycle framework as suggested in the NSSS. There are still some gaps which have to be filled by either taking up new Programmes or revising the existing ones. In this process some of the Programmes will be terminated or will not be renewed. The major reformation in the social security Programmes will be as follows:

### **1.Strengthening Social Security for Children (age <1 – 18) o Child benefit**

- Primary and secondary school stipends
- Continuing orphans and school meals Programmes
- Ensuring child maintenance payment for abandoned children
- Strengthen immunization, child healthcare, nutrition and water and sanitation Programmes

### **2.Strengthening Programmes for Working Age (age 19-59) o Strengthen education and training**

- Strengthen workfare Programmes
- Introducing unemployment, accident, sickness and maternity insurance under NSIS

### **2.Strengthening Programmes for Vulnerable Women (age 19-59)**

- Consolidate into one Vulnerable Women Benefit Programme on a cash basis.
- Provision of childcare across all formal & informal employment o Maternal health care
- Training Programmes

### **3.Comprehensive Pension System for the Elderly o Old age allowance (age 60 +)**

- Government service pension
  - The national social insurance scheme (NSIS) o Private voluntary pensions
4. Strengthening the system of social security for people with disabilities
  5. Strengthening the social security system for the urban poor
  6. Consolidate and reform food security type Programmes
  7. Consolidate small, special and covariate risk mitigation Programmes

## Content Analysis for Developing ToT Curriculum Guideline

### 1. The Bangladesh Public Administration Training Centre (BPATC)

The Bangladesh Public Administration Training Centre (BPATC) is one of the key training institutes of the country that provides training for different level of government officers. The BPATC has several training programmes but major four relevant training programmes of the organization were taken in the review for social protection curriculum analysis such as; Policy Planning and Management Course (PPMC), Senior Staff Course (SSC), Advanced Course on Administration, Development (ACAD) and Foundation Training Course (FTC) training programme.

It was found that among these four training programmes, the Foundation Training Course (FTC) has some discussions on social protection in Module 3: Poverty Reduction and Rural development, in Module 13: National Economic Management and the NSSS which is under the Development Studies theme ,in Module 14: Achieving SDGs of their foundation training including some topics on poverty reduction, development management, development agenda and other topics associated with poverty reduction.

Other training courses of BPTAC have few discussions on social protection. These training courses may include an additional module in their training syllabus containing the Social Protection Programmes in Bangladesh, the National Social Security Strategy (NSSS), Broad Approaches to Social Protection, Governance of Social Protection System, Organizational Reforms on Social Protection, Important Committees and Programme consolidation on Social Protection and Social Protection as an obligation. An overview of other training courses is given below:

SL	Name of the Training	Topics related to Social Security	Recommended Content
1.	Policy Planning and Management Course (PPMC)	Module-01: Sustainable Development Goals (SDGs) Module-02: Strategic Planning Module-04: Evaluation of Public Policy Module 06: Contemporary Issues	A module on Social protection issue may be incorporated in this PPMC training course or a brief discussion on the NSSS and Social Protection may be a separate content in a relevant module.
2.	Foundation Training Course (FTC)	Module 3: Poverty Reduction and Rural development Module 13 National Economic Management	The Foundation Training Course (FTC) has already a content on the NSSS which is very brief. This training course may include a module on Social



		13.08 NSSS under Development Studies theme.  Module 14: Achieving Sustainable Development Goals	protection and additional discussions in its contents.
3.	Senior Staff Course (SSC)	Module 03 Public Policy and Management  Module 05 Achieving Sustainable Goals (SDGs) ,7th 5YP  Module 07: ICT and e- Governance  Module 08: Important Contemporary Issues: NSSS	The Senior Staff Course (SSC) may include the NSSS in its module no 03, 05 and module 08.  The Grievance Redress System of Social Protection may be incorporated in the ICT and e- Governance module as well.
4.	Advanced Course on Administration and Development (ACAD)	Module 04: Policy Service Management: GRS  Module 05: NSSS and SDG (Poverty reduction)  Module 10: ICT and E governance	The Advanced Course on Administration and Development (ACAD) training course may include a module on Social protection and additional discussions in its contents.

## 2. The National Institute of Local Government (NILG)

The National Institute of Local Government (NILG) has very specific discussion at session no 20 on social protection titled as Responsibilities of Municipality in implementing Safety-Net Programmes in the training handbook of Orientation for Municipality Administration. There are also some brief discussions on social security and poverty reduction activities at union level in the session no 12 in the training manual of the ToT of Orientation for Union Parishad Administration. The NILG may incorporate a social protection module focusing on the Impacts of Social Protection, Social Protection as an Obligation, Social Protection in Bangladesh and the National Social Security Strategy (NSSS), Broad Approaches to Social Protection, Governance of Social Protection System, Organizational Reforms on Social Protection, Important Committees and Programme consolidation on Social Protection. Besides, they may develop a short module/session on social protection and the NSSS to mainstream the social protection education through its training programmes.

SL	Name of the Training	Topics related to Social Security	Recommended Content
1.	Orientation for Union Parishad Administration	Social security and poverty reduction activities at union level	<ul style="list-style-type: none"> <li>• Impacts of Social Protection,</li> <li>• Social Protection as an Obligation</li> </ul>
2.	Orientation for Municipality Administration	Responsibilities of Municipality in implementing SafetyNet Programmes	<ul style="list-style-type: none"> <li>• Social Protection in Bangladesh and Formulation of NSSS</li> <li>• Broad Approaches to Social Protection</li> <li>• Governance of Social Protection System, Organizational Reforms on Social Protection</li> <li>• Important Committees and Programme consolidation on Social Protection</li> <li>• Social Protection as an Obligation.</li> </ul>

### 3. The Institute Public Finance (IPF) Institute Public Finance (IPF)

The Institute Public Finance (IPF) Institute Public Finance (IPF) has a session (topic 8.3) ‘Poverty Scenario in Bangladesh and Pro-Poor Growth Policy’ in their training course. This topic has a discussion on the basic concepts on poverty scenarios in terms of social security in their training course. Topic (8.6) Social Protection in Bangladesh has elaborated some basic ideas on social protection of the country briefly. There is a good scope to include concepts of Social Protection, Poverty, Vulnerability and Marginalization, Impacts of Social Protection, Social Protection as an Obligation in their training programme. The training course also may adopt Social Protection in Bangladesh and National Social Security Strategy (NSSS), Broad Approaches to Social Protection, Governance of Social Protection System and Organizational Reforms on Social Protection of the country.

SL	Name of the Training	Topics related to Social Security	Recommended Content
1.	Foundation Training	<ul style="list-style-type: none"> <li>• Poverty Scenario in Bangladesh and Pro-Poor Growth Policy</li> <li>• Social Protection in Bangladesh</li> </ul>	<ul style="list-style-type: none"> <li>• Social Protection as an Obligation</li> <li>• Social Protection in Bangladesh and Formulation of NSSS</li> <li>• Broad Approaches to Social Protection</li> <li>• Governance of Social Protection System, Organizational Reforms on Social Protection</li> <li>• Important Committees and Programme consolidation on Social Protection</li> <li>• Social Protection as an Obligation.</li> </ul>
2.	Specialized/Need Based training		

#### 4. National Institute of Population Research and Training (NIPORT)

The National Institute of Population Research and Training (NIPORT) has no specific discussions or topic on social protection issues in their training program but they have numerous training courses such as: Orientation Training of MO(MCH-FP), Comprehensive Newborn Care (CNC) Training, SRHR Training, Program Management Training, Management and Leadership Training, Behavior Change in Communication (BCC) Training, Basic Training of Family Welfare Visitors (FWV). NIPORT may adopt an additional session or module or a separate training programme to mainstream social protection education through its training institutes.

SL	Name of the Training	Topics related to Social Security	Recommended Content
1.	Foundation Training	<ul style="list-style-type: none"> <li>• Orientation Training of Medical Officer (MCH-FP)</li> <li>• Basic Training of Family Welfare Visitors (FWV)</li> <li>• Management and Leadership Training</li> </ul>	<ul style="list-style-type: none"> <li>• Social Protection as an Obligation</li> <li>• Social Protection in Bangladesh and Formulation of NSSS</li> <li>• Broad Approaches to Social Protection</li> <li>• Governance of Social Protection System, Organizational Reforms on Social Protection</li> <li>• Important Committees and Programme consolidation on Social Protection and Social Protection as an Obligation.</li> </ul>
2.	Specialized/Need Based training		

## 5. Bangladesh Academy for Rural Development (BARD)

Bangladesh Academy for Rural Development (BARD) is a pioneer organization in Development and Poverty education in Bangladesh. BARD have a number of training courses on Development studies, Poverty studies, Development Management, Development Communication, Rural Development, Development Planning, Project Management, Disaster and a specialized ToT training on Social Protection. They may design a separate module or session on social protection and NSSS to mainstream the social protection education through its training courses.

SL	Name of the Training	Topics related to Social Security	Recommended Content
1.	Foundation Training	<ul style="list-style-type: none"> <li>• National Social Security Strategy (NSSS) 2015</li> <li>• Disability</li> <li>• Poverty Reduction</li> <li>• Rural Development</li> </ul>	<ul style="list-style-type: none"> <li>• Impacts of Social Protection,</li> <li>• Social Protection as an Obligation</li> <li>• Social Protection in Bangladesh and Formulation of NSSS</li> <li>• Broad Approaches to Social Protection</li> <li>• Governance of Social Protection System</li> <li>• Organizational Reforms on Social Protection</li> <li>• Important Committees and Programme consolidation on Social Protection</li> <li>• Social Protection as an Obligation.</li> </ul>
2.	Internal/ External Funded Training		

## 6. Bangladesh Institute of Administration and Management (BIAM) Foundation

The Bangladesh Institute of Administration and Management (BIAM) Foundation is providing trainings on Financial Management, Public Procurement, Special foundation Training Course for BCS Health Cadre, Good governance, Innovation in Public Service Delivery, Conflict resolution, Negotiation Techniques and Conflict Management for the government officers. There is a scope to incorporate social protection module in their training courses. As the BIAM doesn't have any specific training programme on social protection they may develop a specialized module or session on social protection and the NSSS to mainstream the social protection education through its training courses.

SL	Name of the Training	Topics related to Social Security	Recommended Content
1.	Foundation Training	<ul style="list-style-type: none"> <li>• Good governance,</li> <li>• Innovation in Public Service Delivery</li> </ul>	<ul style="list-style-type: none"> <li>• Social Protection as an Obligation</li> <li>• Social Protection in Bangladesh and Formulation of NSSS</li> <li>• Broad Approaches to Social Protection</li> <li>• Governance of Social Protection System, Organizational Reforms on Social Protection</li> <li>• Important Committees and Programme consolidation on Social Protection and Social Protection as an Obligation</li> </ul>
2.	Special foundation Training Course for BCS Health Cadre		

## 7. Bangabandhu Academy for Poverty Alleviation and Rural Development (BAPARD)

The Bangabandhu Academy for Poverty Alleviation and Rural Development (BAPARD) is providing specialized Technical Training/Vocational and Skill development training aiming on the promotion of Livelihood, Agriculture, Leadership and Management for the ultra-poor and the youth. Neither, BAPARD has any specific training programme on social protection nor it has any training related to social protection closely. So, BAPARD may develop a specialized module or session on social protection and the NSSS to mainstream the social protection education through its training courses.

SL	Name of the Training	Topics related to Social Security	Recommended Content
1.	Technical Training		<ul style="list-style-type: none"> <li>• Impacts of Social Protection,</li> <li>• Social Protection as an Obligation</li> <li>• Evolution of Social Protection in Bangladesh and Formulation of NSSS</li> <li>• Broad Approaches to Social Protection</li> <li>• Governance of Social Protection System, Organizational Reforms on Social Protection</li> <li>• Important Committees and Programme consolidation on Social Protection and Social Protection as an Obligation.</li> </ul>
2.	Vocational and Skill development		

## 8. National Academy for Planning and Development (NAPD)

The National Academy for Planning and Development (NAPD) is providing training on Management of government and non-government organizations on Human Resource, Project Appraisal, Public Financial Management, Management Skills for Project and Public Procurement Management. NAPD also has some evening and professional training courses on Innovation and Sustainable Development Goals (SDGs) and Bangladesh, E-Governance for Sustainable Development, Development Planning and Project Management, Environment Issues of Development Project, Transparency, Accountability & Good Governance. As the NAPD doesn't have any specific training course on social protection they may develop a separate training or a module or session on social protection and the NSSS to mainstream the social protection education through its training courses.

SL	Name of the Training	Topics related to Social Security	Recommended Content
1.	Foundation Training	<ul style="list-style-type: none"> <li>• Sustainable Development Goals (SDGs)</li> <li>• Development Planning and Project Management</li> <li>• Accountability &amp; Good Governance</li> </ul>	<ul style="list-style-type: none"> <li>• Impacts of Social Protection,</li> <li>• Social Protection as an Obligation</li> <li>• Social Protection in Bangladesh and Formulation of NSSS</li> <li>• Broad Approaches to Social Protection</li> <li>• Governance of Social Protection System, Organizational Reforms on Social Protection</li> <li>• Important Committees and Programme consolidation on Social Protection and Social Protection as an Obligation.</li> </ul>
2.	Special foundation Training Course for BCS Health Cadre		
3.	Need Based Training		



## 9. Centre for Medical Education (CME)

The Centre for Medical Education (CME) is basically responsible providing medical education for professional development of the medical practitioners. CME has a particular syllabus that is designed for medical education and relevant with technical issues of medical science. They may develop a short training or short module/session on social protection and NSSS to mainstream the social protection education through their organization.

SL	Name of the Training	Topics related to Social Security	Recommended Content
1.	Master of Medical Education		<ul style="list-style-type: none"><li>• Impacts of Social Protection,</li><li>• Social Protection as an Obligation</li><li>• Social Protection in Bangladesh and Formulation of NSSS</li><li>• Broad Approaches to Social Protection</li><li>• Governance of Social Protection System, Organizational Reforms on Social Protection</li><li>• Important Committees and Programme consolidation on Social Protection and Social Protection as an Obligation.</li></ul>

## 10. Bangladesh Rural Development Training Institute (BRDTI)

Bangladesh Rural Development Training Institute (BRDTI) is one of the oldest training institutes of the country working in training and research in the field of rural development and poverty reduction. The institute offers training on a wide range of subjects like, Rural Development, Poverty Reduction, Social Forestry and Environment, Women in Development, Training of Trainers (TOT), Human Resource Development, Financial Management, Credit Management, Office Management, Cooperative Education and Training, Integration of Environmental Concern in Agriculture and Rural Development. Apart from those, BRDTI organizes Seminars, Symposium and Workshops on national and international issue; venue and accommodations are also available here on rental basis. Foundation, Refresher and Short Courses of different functionaries of the government and non-government organizations are being organized here on regular basis. BRDTI doesn't have any specific training programme on social protection but it may develop a short module or session on social protection and the NSSS to mainstream the social protection education through its training courses.

SL	Name of the Training	Topics related to Social Security	Recommended Content
	Foundation training for Upazila Rural Development Officers (URDOs) of BRDB	<ul style="list-style-type: none"> <li>• Basic issues related to Rural Development and Poverty reduction</li> <li>• Rural Development, Environmental protection and Poverty reduction</li> </ul>	<ul style="list-style-type: none"> <li>• Impacts of Social Protection,</li> <li>• Social Protection as an Obligation</li> <li>• Social Protection in Bangladesh and Formulation of NSSS</li> <li>• Broad Approaches to Social Protection</li> <li>• Governance of Social Protection System, Organizational Reforms on Social Protection</li> <li>• Important Committees and Programme consolidation on Social Protection and Social Protection as an Obligation.</li> </ul>
	Foundation training for Assistant Rural Development Officers (ARDOs) of BRDB		

## 11. Institute of Public Health Nutrition (IPHN)

The Institute of Public Health Nutrition (IPHN) since its inception developing different type of SBCC materials for creating awareness to promote health life throughout Bangladesh with the help of front field workers of the Health and Family Planning workers (HA, FWA, CHCP and others) on Nutrition like Maternal Nutrition, IYCF, GMP, Adolescent Nutrition, Food Safety and Hygiene Promotion and thereby contributing in attain MDGs 4 and 5. IPHN has been designing, developing, producing, distributing and disseminating SBCC materials (posters, booklets, training manuals, SBCC strategies, flip-charts, policy briefs, fact sheets, etc), including entertainment-education materials (TV spots, short films, drama serials, music videos, theme songs, etc). It doesn't have any specific training programme on social protection, but they may develop a awareness materials on social protection and the NSSS to mainstream the social protection education through its SBCC materials.

SL	Name of the Training	Topics related to Social Security	Recommended Content
	<ol style="list-style-type: none"> <li>1. SBCC materials</li> <li>2. Creating awareness</li> <li>3. Promote health life</li> </ol>		<ul style="list-style-type: none"> <li>• Impacts of Social Protection,</li> <li>• Social Protection as an Obligation</li> <li>• Social Protection in Bangladesh and Formulation of NSSS</li> <li>• Broad Approaches to Social Protection</li> <li>• Governance of Social Protection System, Organizational Reforms on Social Protection</li> <li>• Important Committees and Programme consolidation on Social Protection and Social Protection as an Obligation.</li> </ul>

## 12. National Academy of Social Services

The National Academy of Social Services is providing different training for Social Service Officers including other government officials. The National Academy of Social Services is also responsible to provide foundation training for the newly appointed social service officers. Besides, most of the social security programmes are implemented through the social service office. So, the National Academy of Social Services can design a specific training programme on social protection and the NSSS to mainstream the social protection education through the academy.

SL	Name of the Training	Topics related to Social Security	Recommended Content
1.	Foundation Training Course		<ul style="list-style-type: none"> <li>• Impacts of Social Protection,</li> <li>• Social Protection as an Obligation</li> <li>• Social Protection in Bangladesh and Formulation of NSSS</li> <li>• Broad Approaches to Social Protection</li> <li>• Governance of Social Protection System, Organizational Reforms on Social Protection</li> <li>• Important Committees and Programme consolidation on Social Protection and Social Protection as an Obligation.</li> </ul>
2.	Other need-based training		

## **Feedback from relevant stakeholders**

**Mr. S M Mehedi Hasan**, Deputy Director, Bangladesh Public Administration Training Centre (BPATC)

Mr. Hasan appreciated the initiative for developing the curriculum guideline for the training institutions on social protection. He suggested that a broader content on poverty and poverty dimensions should be added in the curriculum. He also recommended that social protection guideline should consider implementation challenges of NSSS, way of addressing poverty, some good practices of SNNPs (examples from, Kishorganj, Nilphamari & Narail District) etc. during its designing.

**Mr. F Karim**, Director (Training) BIAM Foundation

Mr. Karim thanked the Cabinet Division for developing such a brilliant training curriculum guideline for the government training institutions. He recommended that a ToT group should be established in every training institute by their own faculty members and they may be trained up as core trainer on social protection. He also urged to finalize a social protection syllabus that may be mainstreamed in all training institutes and training courses.

**Mr. Abdullah Al Hasan**, Assistant Director, Bangladesh Academy for Rural Development (BARD)

Mr. Hasan said that BARD is providing numerous training where poverty reduction is one the important topics of all courses. He stated that this curriculum guideline may be incorporated in all training programmes of all training institutes if there is a government order or specific government instruction. He said that this training guideline may contribute a lot to explain the governance mechanism of social protection and implementation challenges like: overlapping of programmes, leakage and other associated challenges of the social protection programmes.

**Ms. Fatima Yasmin**, Director General, Institute Public Finance (IPF)

Ms. Yasmin said that understanding of social protection is very crucial for all government officers and this training content may be incorporated in the existing training courses of different training institutes. She said that if any organization has no specific social protection content in its training course then an additional session or topic may be developed under poverty reduction module which is very common in all foundation training courses. She appreciated that this guideline will help IPF to review training sessions in their institutions.

## **Bibliography**

List of the different training materials that have been reviewed;

1. Training Handbook on Orientation for Municipality Administration – NILG
2. ToT Handbook of Orientation for Municipality Administration – NILG
3. Training Materials - Industrial Relations Institutes (IRI)

4. Fiscal Economics and Economic Management Course- Institute of Public Finance Bangladesh, Finance Division, Ministry of Finance
5. 71<sup>st</sup> Special Foundation Training Course – Bangladesh Institute of Administration and Management (BIAM) Foundation
6. Modules and Topics on Social Security and Poverty Alleviation in Various Training Courses offer by Bangladesh Academy for Rural Development (BARD)
7. Training Module- Bangabandhu Academy for Poverty Alleviation and Rural Development (BAPARD)
8. Orientation Training Handbook of FWA, HA , CHCP and FWV, and SRHR- National Institute of Population Research and Training (NIPORT)
9. Curriculum - Masters in Medical Education (MMEd)- Centre for Medical Education (CME)
10. Operational Manual for the Workshop on Teaching Methodology and Assessment – Centre for Medical Education (CME)
11. Training Guideline- National Academy for Planning and Development (NAPD)
12. Training Manual- Bangladesh Rural Development Training Institute of BRDB
13. Course Guideline – Foundation Training Course- Bangladesh Public Administration Training Centre
14. Training Manual- National Academy of Social Services
15. IEC and SBCC material- Institute of Public Health and Nutrition (IPHN)

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