



**Study Tour on Social Protection and Related National Systems for Implementation  
Istanbul & Ankara, Turkey  
November 3<sup>rd</sup> to November 9<sup>th</sup>, 2019**

**SUMMATIVE COMPLETION REPORT  
NOVEMBER 24<sup>TH</sup>, 2019**

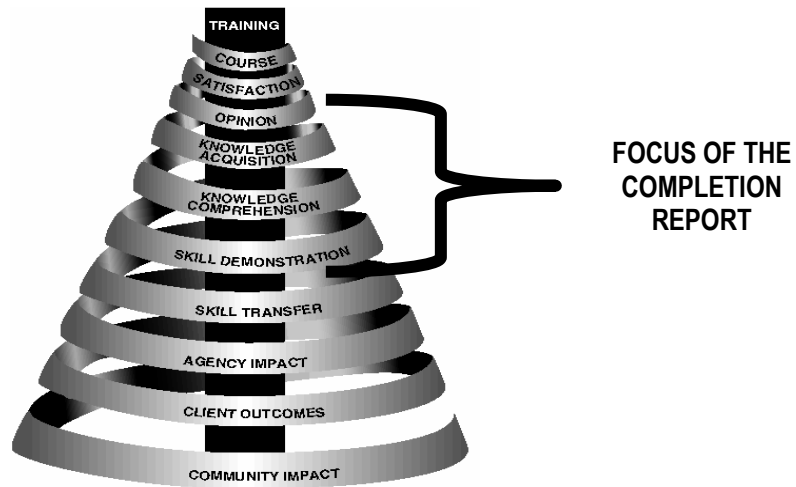


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## Preamble

The following is the **Completion Report** of the study visit programme conducted in **Turkey** from **November 3<sup>rd</sup> to November 9<sup>th</sup>, 2019**. The Completion Report is based on the responses by the programme facilitators and the participants. The chain of information is focused on outlining the programme content and the profile of the study visit facilitators. These together are the first initial layers of the cone of evaluation focus.



## 1.0 Project Background

An improved, effective and re-engineered social protection system is central to Bangladesh's future development. Government policymakers and development partners are increasingly recognizing the importance of social protection in tackling poverty and achieving progress towards the Millennium Development Goals (MDGs). Improved social protection therefore figures highly within the Government's Vision 2021 agenda and is referenced in the 7<sup>th</sup> Five Year Plan.

In the area of improved governance, UNDP is partnering with the Government of Bangladesh in significant ways, particularly in improved institutional development in social protection and aid effectiveness. Specifically, Social Protection Policy Support (SPPS) Programme, through expert, evidence-based support, is working with the government to reconfigure the current social security system so that economic growth is achieved in a more inclusive manner, with economic opportunities reaching the rural and urban poor and the protection of vulnerable groups against shocks. The programme is supporting the government in two areas namely governance of social protection and strengthening of systems. This work includes enacting a national Single Registry Management Information System to improve social protection delivery, improving upon the country's Grievance Redress System to ensure accountability and transparency, develop holistic Monitoring & Evaluation approaches to measuring social protection outcomes, strengthening Government to Person (G2P) delivery of social protection cash benefits, and work to streamline and consolidate the current social security programme portfolio.

Recognizing that a coherent and effective social protection system is central to Bangladesh's future economic and social development, the Government of Bangladesh (GoB) has committed itself to a process of reviewing its social protection portfolio and therefore developed a comprehensive social security strategy. The Cabinet Division took the lead role to take forward developing a national strategy and gave responsibility to the General Economics Division (GED) of the Planning Commission to lead the process of formulating a National Social Security Strategy (NSSS), which is overseen by an inter-ministerial committee, widely called Central Monitoring Committee (CMC) for Social Safety Net Programmes, convened by the Cabinet Division. This process has yielded a strategy that has been approved by the Cabinet. The NSSS was approved in mid-2015 and on-going reforms have been taking place since

There are multiple social safety net programmes in Bangladesh, fragmented across various sectors, geographical areas and ministries. Over 100 schemes are presently managed and implemented by over 20 different Line Ministries. Though Bangladesh has successfully been implementing social protection programmes that reduce income poverty and promote significant productivity; there are still spaces to ameliorate the existing social protection service delivery.

Under SPPS, Training and Technology Transfer (TTT) has been contracted as the consultant to organize a study tour to Ankara & Istanbul, Turkey. The overall purpose of the consultancy services for the assignment **“Conducting Social Protection Study Tour to Turkey for Government of Bangladesh Officials”** under the programme titled **“Social Protection Policy Support (SPPS)”** is to provide all necessary support to the participants by facilitating learning about successful government social assistance programmes in Turkey and to reinforce linkages among key policy-makers and officials engaged in implementation of social protection programmes across Ministries, providing opportunities for networking to create momentum to move forward with National Social Security Strategy reforms

### 1.1 List of Participants & Background

The seventeen participants primarily comprised of officials from the Cabinet Division and General Economics Division, whilst other participants were selected from the Ministry of Social Welfare and Bangladesh Bureau of Statistics. **The participating officials are listed below:**

SL.	Name & Designation
1.	<b>Mr. Shamsul Alam</b> Member (Senior Secretary), General Economics Division.
2.	<b>Mr. Sheikh Mujibur Rahman NDC</b> Secretary, Coordination & Reforms, Cabinet Division
3.	<b>Mr. A K Mohiuddin Ahmad</b> Additional Secretary, Cabinet Division
4.	<b>Ms. Sultana Afroz</b> Additional Secretary, Economic Relations Division
5.	<b>Mr. Md Abdul Barik</b> Additional Secretary, Cabinet Division
6.	<b>Ms. Shahnaz Arefin</b> Joint Secretary, Cabinet Division
7.	<b>Mr. Md Faizul Islam</b> Joint Chief, General Economics Division.
8.	<b>Mr. Mohammad Khaled Hasan</b> Social Protection Specialist (Deputy Secretary), SSPS Programme, Cabinet Division
9.	<b>Ms. Khadiza Nazneen</b> Deputy Secretary, Ministry of Social Welfare
10.	<b>Mr. Md Rezaul Islam</b> Deputy Secretary (Development Goal Implementation and Coordination), Cabinet Division
11.	<b>Mr. Mohammad Shahidul Islam</b> Deputy Secretary, Cabinet Division
12.	<b>Mr. Mushfiqur Rahman</b> Private Secretary (Senior Assistant Secretary) to Secretary, Coordination & Reforms
13.	<b>Mr. Mahbubul Alam Siddiquee</b> Senior Assistant Chief, General Economics Division.
14.	<b>Mr. Chandra Shekhar Roy</b> Senior Maintenance Engineer, Bangladesh Bureau of Statistics
15.	<b>Mr. Aminul Arifeen</b> Project Manager, SSPS Programme, Cabinet Division
16.	<b>Mr. Daniel Winstanley</b> Policy Analyst, SSPS Programme, Cabinet Division

### 1.2 Destination Selection & Background

Due to its experience in social protection reforms and in the interest of sustainable cooperation, the UNDP selected Turkey as the study visit destinations. **The background to the destination selection is summarized below:**

Turkey's Integrated Social Assistance System (ISAS) is an e-government system that electronically facilitates all steps related to the management of social assistance, including the application, identification of eligibility requirements, disbursement of funds, and auditing. Turkey's Ministry of Family and Social Policies contracted the Turkish Scientific and Technological Research Institution (TÜBİTAK) to develop ISAS, which integrates data from 22 different public institutions and provides 112 web-based services in one easily accessible online portal. Online portal.

Through the development of ISAS, Turkey standardized, integrated, and converted its previously paper-based social assistance procedures into an electronic system. Citizens are currently registered for social assistance via ISAS, where their information is corroborated with several government databases and data that are collected through a household visit. The data collected is used to create a poverty profile that is then used to determine eligibility. Since 2010, ISAS has processed 30 million citizens' applications for social assistance and completed 340 million assistance transactions totaling US\$13 billion (equivalent to approximately 39 billion TL).

### 1.3 Thematic Pillars & Quality Assurance

The study visit was designed to fulfil one of thematic pillars of the capacity development consulting service under the project by ensuring effective transfer of technology through “lessons learned” from the experience of the Turkish public and private sector organizations. The proposed purpose was to add value to the operations of the SPPPS, through experience sharing visits that would facilitate for their Turkish counterparts to “pass on” knowledge gained through similar experiences at a regional and national level.

Training and Technology Transfer (TTT), a training management consulting firm was recruited with the objectives to plan, organize, and manage implementation of the study visit programme intended for the SPPPS and related stakeholder officials from the Government of Bangladesh with full funding under the SPPPS. The main focus of the program was on the transfer of knowledge, practices and policies of Turkey regarding social transfer and protection programmes. The role of the TTT was to plan and organize all tasks required to facilitate the 7-day long study tour to Turkey along with travel arrangements, discussion sessions, accommodation, food and all other logistic support. The focus of the tour

The study tour was organised within TTT’s ISO 9001-2008 model framework which provides the template for a quality assurance system for ensuring successful implementation. All activities related to this study tour were sequenced with appropriate mitigation and contingency strategies, including backstopping feedback between activities, to ensure that various elements of implementation (official documentation, programme arrangements, logistics, etc.) were not treated as entirely independent entities, but share a coherent work plan.

### 1.4 Methodology & Structure of Study Tour

The visits and meetings with counterpart officials and related stakeholders were participatory and interactive. The learning sessions aimed to encompass the following in sharing their experiences with the Government of Bangladesh officials:

- *Presentations related to the specific learning objective topics provided by TTT*
- *Discussions on emerging topics encountered by the respective officials and stakeholders*
- *Structured analysis and solutions of challenges encountered by the officials and stakeholders*
- *National and regional perspective on strengthening SPPPS policies and practices*

A combination of various learning methods was used in this programme to suit the needs of the participants. The main part of the course was conducted through counterpart meetings to various public sector organizations and related sites geared towards improving the participants’ knowledge on social transfer and protection programmes. It also included presentations and lecture-discussions to provide the trainees sufficient conceptual and theatrical background on the subject matter.

The participants were primarily concerned with observing, citing and sharing of ideas during discussion, briefings and study visits. They were often being called upon to further interact, exchange views and ideas, insights and experiences in relation to the programmes. This method created an integrative impact of the program to the participants. Through such interaction, a more clarified and consolidated outcome of the study tour was achieved. The study tour considered the heterogeneity in the experience of Turkey; and provided opportunities to accommodate pressing questions or queries raised by the Government of Bangladesh officials. The language of the study tour was primarily English.

## 2.0 Summary of Overall Study Tour

<b>Start Date</b>	November 3 <sup>rd</sup> , 2019
<b>End Date</b>	November 9 <sup>th</sup> , 2019
<b>Primary Location</b>	Istanbul & Ankara, Turkey
<b>Participants</b>	15 (Listed in Section 1.1)

### 2.1 Overall Study Tour Outline

The general outline of the study visit programme are provided in the following pages. The study visit providers were based on the programme outline which was initially prescribed by UNDP and was then finalized through means of an informal verbal TNA at the commencement of study visit programme courses to gauge an understanding of specific content that would benefit the SPPS. These two steps facilitated for the courses to be tailored accordingly.

#### Study Tour on Integrated Social Assistance Service Information System (ISAS)

##### Social Protection Policy Support (SPPS)

General Economics Division | Planning Commission  
Government of the People's Republic of Bangladesh  
Turkey | November 3<sup>rd</sup> to November 9<sup>th</sup>, 2019

Date	Morning Meeting	Afternoon Meeting	Overnight
<b>Sunday 3 November</b>	<b>Arrival &amp; Programme Orientation</b>		
<b>Monday 4 November</b>	<b>UNDP Turkey Country Office</b> (Mr. Claudio Tomasi, Country Director and Senior Management, Inclusive and Sustainable Growth Portfolio Manager and Projects Coordinator) <u>Meeting: 10:00 – 11:30 AM</u>	Cultural Orientation	Ankara
<b>Tuesday 5 November</b>	<b>Ministry of Family, Labour, and Social Services</b> (Director General and ISAS Team Experts; Turkey's Integrated Social Assistance System) <u>Meeting: 10:00 AM– 12:30 PM</u>	<b>Presentation and Discussion at University of Ankara on Role of Social Services Department</b> (Dr. Veli Duyan on Social Protection and ISAS in Turkey in relationship to Department of Social Services) <u>Meeting: 2:30 - 4:00 PM</u>	Ankara
<b>Wednesday 6 November</b>	<b>Scientific and Technological Research Council of Turkey / TÜBİTAK</b> (President Prof. Dr. Hasan Mandal and Turkey's Integrated Social Assistance System (ISAS) Development Team) <u>Meeting: 09:30 – 11:30 AM</u>  <b>Turkish Red Crescent</b> (Director and Team on Turkish Integrated Response to Syrian Refugee Crisis) <u>Meeting: 12:00 AM – 01:30 PM</u>	<b>World Food Programme</b> (Ms. Johanna Green; presentation on Turkey's Emergency Social Safety Net [ESSN] programme and payment system for refugees) <u>Meeting: 3:00 – 4:30 PM</u>	Ankara
<b>Thursday 7 November</b>	Ankara → Istanbul via Road Transfer		
<b>Friday 8 November</b>	Cultural Orientation	River Cruise	Istanbul
<b>Saturday 9 November</b>	<b>Cultural Orientation &amp; Departure from Turkey</b>		

## 2.2 Summary of Meeting Agendas & Lessons Learned

<p><b>Tuesday</b> 5 November</p>	<p><b>Ministry of Family, Labour, and Social Services</b></p>
	<div data-bbox="878 394 974 491" data-label="Image"> </div> <div data-bbox="829 495 1023 527" data-label="Text"> <p>T.C. AİLE, ÇALIŞMA VE SOSYAL HİZMETLER BAKANLIĞI</p> </div> <p><u>About:</u> The Ministry of Labour and Social Security is a former government ministry office of the Republic of Turkey, responsible for labour and social security affairs in Turkey. The ministry was merged with the Ministry of Family and Social Policy in July 2018 to form the Ministry of Labour, Social Services and Family.</p> <p><u>Counterpart:</u> Director General and ISAS Team Experts; Turkey's Integrated Social Assistance System</p> <p><u>Time:</u> 10:00 AM – 12:30 PM</p> <p><b>Agenda:</b> Focus on Social Protection and Poverty Reduction Policy Framework in Turkey</p> <ul style="list-style-type: none"> <li>○ Short, medium and long-term vision and policy direction in social protection and poverty reduction</li> <li>○ How social protection fits into the policy framework</li> <li>○ Inclusive growth through ensuring economic opportunities for the vulnerable group</li> </ul> <p><b>Lessons Learned:</b></p> <ul style="list-style-type: none"> <li>○ Role of the Ministry in social protection in Turkey</li> <li>○ Application of universal or lifecycle approach for social protection</li> <li>○ Advantages and disadvantages of universal or lifecycle approaches for social protection</li> <li>○ Development of social programme planning</li> <li>○ Criteria to evaluate the effectiveness of social safety net programmes and policies</li> <li>○ Social protection and promotion management</li> <li>○ Monitoring systems to evaluate the effectiveness of social safety net related programmes and policies</li> <li>○ Tools of good governance and its role in ensuring social safety and security</li> </ul>



<p><b>Tuesday</b> <b>5 November</b></p>	<p><b>Presentation and Discussion at University of Ankara</b></p>
	<div data-bbox="829 289 1019 478" data-label="Image"> </div> <p><u>Presenter:</u> Dr.VeliDuyan on Social Protection and ISAS in Turkey in Relationship to Department of Social Services)</p> <p><u>Time:</u> 2:30 - 4:00 PM</p> <p><b>Agenda:</b></p> <ul style="list-style-type: none"> <li>○ The Political Economy of Social Protection Systems in Turkey</li> <li>○ Overview of Social Protection Programmes</li> <li>○ Impact of Social Protection on Poverty and Vulnerability in Turkey</li> <li>○ Monitoring and Evaluation of Various Social Protection Programmes</li> </ul> <p><b>Lessons Learned:</b></p> <ul style="list-style-type: none"> <li>○ Inclusive growth through ensuring economic opportunities for the vulnerable group</li> <li>○ Comprehensive social security strategy</li> <li>○ Equitable access to basic services</li> <li>○ Poverty measurement and monitoring</li> <li>○ Innovation in social service delivery</li> <li>○ Critical assessment of alternative frameworks for social safety net programmes</li> </ul>

<p><b>Wednesday</b> <b>6 November</b></p>	<p align="center"><b>Scientific and Technological Research Council of Turkey (TÜBİTAK)</b></p> <div align="center">  <p><b>TÜBİTAK</b></p> </div> <p><u>About:</u> The Scientific and Technological Research Council of Turkey is a national agency of Turkey whose stated goal is to develop "science, technology and innovation" policies, support and conduct research and development, and to "play a leading role in the creation of a science and technology culture" in the country.</p> <p><u>Counterpart:</u> President Prof. Dr. Hasan Mandal and Turkey's Integrated Social Assistance System (ISAS) Development Team</p> <p><u>Time:</u> 09:30 – 11:30 AM</p> <p><b>Agenda:</b></p> <ul style="list-style-type: none"> <li>○ Realizing regulations for implementing an ISAS</li> <li>○ Realizing a culture of society which understands and accepts the importance of implementing Social Assistance</li> <li>○ Organizing and facilitating National Social Assistance in stages</li> </ul> <p><b>Lessons Learned:</b></p> <ul style="list-style-type: none"> <li>○ Best practices in designing effective and comprehensive social security strategies</li> <li>○ Strategies for improving social protection delivery</li> <li>○ Identifying risks, assessing likelihood and impact, and determining appropriate response</li> <li>○ Importance of monitoring and evaluation for measuring social protection outcomes</li> </ul>
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<b>Wednesday</b> <b>6 November</b>	<b>Turkish Red Crescent</b>
	<div data-bbox="873 289 971 436" data-label="Image"> </div> <p><u>About:</u> Turkish Red Crescent is the largest humanitarian organization in Turkey and is part of the International Red Cross and Red Crescent Movement.</p> <p><u>Counterpart:</u> Director and Team on Turkish Integrated Response to Syrian Refugee Crisis</p> <p><u>Time:</u> 12:00 PM – 01:30 PM</p> <p><b>Agenda:</b></p> <ul style="list-style-type: none"> <li>○ Improving the living standards of beneficiary families through access to education, health, and social welfare services</li> <li>○ Reducing expense burdens and increasing income of poor and vulnerable families</li> <li>○ Creating behavior changes and independence of beneficiary families in accessing education, health and social welfare services</li> </ul> <p><b>Lessons Learned:</b></p> <ul style="list-style-type: none"> <li>○ Utilization of comprehensive Management Information System to improve social protection delivery</li> <li>○ Advocacy tools and techniques of social safety net programmes</li> <li>○ Ensuring gender equality</li> <li>○ Socioeconomic and cultural consequences of social programmes</li> <li>○ Social security planning and management</li> </ul>

<p><b>Wednesday</b> 6 November</p>	<p><b>World Food Programme</b></p>
	<div data-bbox="857 279 993 478" data-label="Image"> </div> <p><u>About:</u> World Food Programme provides cash assistance to the most vulnerable refugees living in host communities. In partnership with the Turkish Red Crescent, WFP is providing monthly cash transfers that people can use to shop for food and clothes, or to pay rent and utility bills. Around 1.5 million people are supported under the ESSN Programme.</p> <p><u>Counterpart:</u> Ms. Johanna Green; presentation on Turkey's Emergency Social Safety Net [ESSN] Programme and Payment System for Refugees)</p> <p><u>Meeting:</u> 3:00 – 4:30 PM</p> <p><b>Agenda:</b></p> <ul style="list-style-type: none"> <li>○ Advantages and disadvantages of universal or lifecycle approaches for social protection</li> <li>○ Development of social programme planning</li> <li>○ Criteria to evaluate the effectiveness of social safety net programmes and policies</li> </ul> <p><b>Lessons Learned:</b></p> <ul style="list-style-type: none"> <li>○ Social security planning and management</li> <li>○ Social accountability in the delivery of social protection</li> <li>○ Innovation in social service delivery</li> <li>○ Critical assessment of alternative frameworks for social safety net programmes</li> </ul>

## 5.0 Conclusion

This was a successful study tour in the sense that participants acquired a practical process for assessing, planning and delivering best value outcomes for developing and implementing social assistance policies in Bangladesh. The study tour facilitated for a clear understanding of key factors, stakeholders and processes in what enables success in the social assistance programmes through rigorous and proven practical examples and applications, and also enabling measures of effectiveness, efficiency, value and sustainability for monitoring and evaluation.

Most importantly, participants highlighted that they would be able to share the knowledge gain during the programme with their colleagues in Bangladesh who did not attend in order to facilitate for tailored solutions to social assistance and transfer programmes in Bangladesh, whilst drawing upon the lessons learned in Turkey. Moreover, of particular note is that although this study tour served as an exposure visit to the Bangladeshi officials, the Turkish counterparts also learnt about the systems and processes currently being implemented in Bangladesh given the contextual relevancy to their own country. This demonstrates the fact that the social protection assistance support in Bangladesh has been successful thus far. Similar international exposure visits will further enhance the existing social assistance policy support framework and landscape being overseen by the Government of Bangladesh and further increase multilateral/bilateral cooperation.

## 5.1 Recommendations

In the context of Bangladesh, it is important that a strict process is adhered to in terms of planning and subsequent “roll-out” of an overarching social assistance system. Based on the lessons learned in Turkey, it is important that there are more systematic efforts to analyze and reduce the risk factors of various social transfer programmes, particularly at the local and rural level. A “systems-based” approach which addresses all stakeholders, like Turkey, will contribute to overall success of the social protection policy in Bangladesh. Moreover, as per the lessons learnt in Turkey, ensuring transparency should be one of the key considerations in the implementation of social assistance programmes at a national level. This will lessen the vulnerability of potential nefarious activities that could have a detrimental effect on the growth of Bangladesh.

In a more general sense, Bangladesh should adopt a similar model of monitoring and evaluating the success of their social protection programmes to Turkey. The Government of Bangladesh can create a process which involves various technical aspects by identifying the numerical measures which will quantify those values and the agreed success criteria for each of those measures in relation to the various programmes. It is important to build this evaluation system into the overall social protection policy framework at regular intervals. Evaluation of the system should not only be conducted at the completion of the programme; rather at each step (i.e. monitoring) to ensure a fair and transparent outcome. The outcomes should be evaluated regularly to ensure the ultimate success of the project plans and overall operational plans of the SPPS.

**Annex #1      Programme Photographs**









