



ASSESSMENT AND ROAD MAP REPORT

Situation Assessment for Establishing a National Social Protection
Management Information System in Bangladesh

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1 Project Background and Introduction

1.1 Background

Bangladesh was a global leader in the achievement of the Millennium Development Goals (MDGs) and shaping the discourse for the Post 2015 development, resilience, urban poverty reduction and social protection agendas. In the Sustainable Development Goals (SDGs) era, UNDP Bangladesh (UNDP) looks to continue to act on its portfolio of programs to achieve the national objectives of Bangladesh and eliminate poverty. It has originated many of the most exciting and innovative solutions to development challenges. UNDP's mission is to help create open and inclusive civic spaces, within which the government and people are empowered to realize national development goals and fully engage in global sustainable development efforts.

In the area of improved governance, UNDP and the Department of Foreign Affairs and Trade (DFAT: Australia) 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 better governance of social security and strengthening the delivery of social security of systems. This work includes supporting the development of a national 'Single Registry Management Information System' (as defined within the National Social Security Strategy, NSSS) to improve social protection delivery. Undertaking a scoping study is a prerequisite to this output to identify requirements and to ensure that the proposed MIS does not duplicate any existing GoB MIS.

To achieve this objective, UNDP has outsourced the services of Maxwell Stamp Limited (MSL) to perform the assessments of GoB Social Safety Net MISs and other databases that are used in Social Safety Net programs. MSL recognises that the overall objective of this UNDP sponsored assignment is to undertake a comprehensive study of the main existing GoB databases as a prerequisite to development of the National Social Protection Management Information System (NSP MIS).

1.2 Assessment Scope and Objectives

In this assignment, MSL was involved in performing an extensive analysis of the existing MISs, business processes of the GoB agencies involved, review the institutional arrangements of the GoB agencies, performing study on the GoB MISs capacity, undertake gap analysis and using the outcome of these assessment to produce a blue print that ensures that a comprehensive roadmap is developed for NSP MIS. The following activities keys activities were undertaken during the assessment and roadmap development phases of the assignment:

1. Agreeing with Social Protection Policy Support (SPPS) Programme team on the proposed methodology
2. Engagement with key stakeholders i.e. Finance Division Social Protection Budget Management Unit (SPBMU), Bangladesh Bureau of Statistics (BBS), Planning Division General Economics Division (GED), Bangladesh Election Commission (BEC), Implementation Monitoring and Evaluation Division (IMED), Ministry of Health, UNICEF, Cabinet Division, Ministry of Local Government and other Line Ministries, Directorates and Departments that were consulted during this assignment.
3. Situation Assessment of the following national initiatives some of which were not specified in the RFP but MSL feels they are important towards the realisation of the NPS MIS:
 - Finance Division Social Protection Budget Management Unit (SPBMU) MIS which is an integrated beneficiary registry (<http://103.48.16.5:8080/spbmuweb/login.html>)
 - Finance Division Integrated Budget and Accounting System (iBAS++) which connects to SPBMU MIS as payment gateway for Government to Persons (G2P) through Bangladesh Bank (BB) (<https://ibas.finance.gov.bd/ibas2/Security/Login>)
 - Bangladesh Bureau of Statistics (BBS) Household Database
 - Bangladesh Bureau of Statistics (BBS) National Population Registry (concept stage only)
 - Ministry of Health (in partnership with UNICEF) Maternal Health Birth Registration Database (concept stage only)
 - Ministry of Local Government Online Birth Registration Information System (BRIS <http://bris.lgd.gov.bd/pub/>) which was not include in the RFP but MSL finds it important to include it in this assessment.
 - Cabinet Division and Access to information Grievance Redress System (<http://www.grs.gov.bd/>) and Civil Registration and Vital Statistics (CRVS) (<http://crvs.gov.bd/about/crvs-in-bangladesh>)
 - BEC National ID Database is one essential database that has to be assessed for the realisation of a robust NPS MIS.
 - MSL also assessed the MISs of Ministry of Social Welfare (MoSW), Ministry of Women and Children Affair (MoWCA), Ministry of Education, Ministry of Primary Education (MoPME) and

Ministry of Disaster Management and Relief (MoDMR) which are the Ministries managing the largest Social Safety Net programs in Bangladesh to ascertain the digitisation status of the programs as well as the other MIS data which are not part of the SPBMU MIS.

- Implementation Monitoring and Evaluation Division (IMED)-Ministry of Planning to access the Monitoring tools and how it can be integrated with other databases.
4. Recommendations on how to move forward according to the NSSS mandate and coming up with the proposed highlevel design of NSP MIS which can be further developed in readiness for implementation by the Government of Bangladesh.

For each MIS and Database, the assessment focused on its operational processes, information requirements, software application, hardware architecture, reporting and information usage, staffing and capacity, and governance and institutional arrangements and challenges.

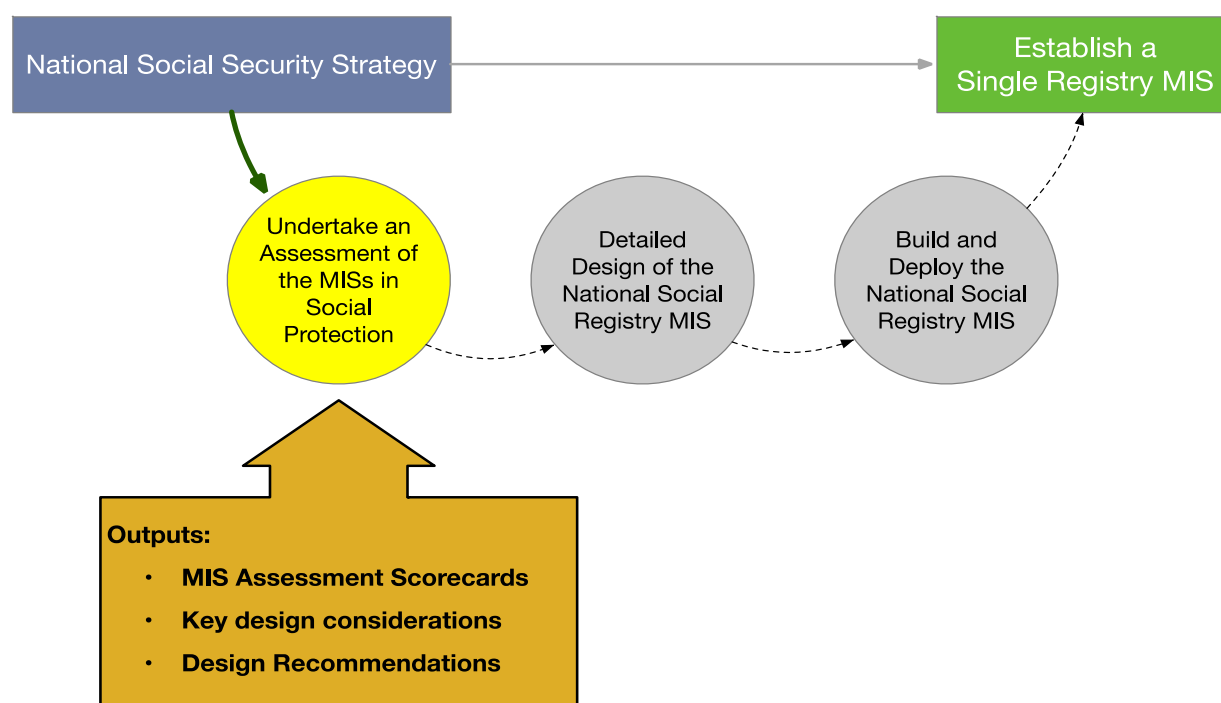
MSL conducted Business process analysis and mapping of all the MISs and database to help in better understanding of the different processes and how they will interface with the NSP MIS. MSL also analysed all the current MISs operations to determine the status of automation checking if all functions are completely mapped with program MIS if exists and providing recommendations for improvement with the aim of automation of all functions.

In a nutshell the assessment achieved the following:

- better understanding of current business processes, information flows and gaps.
- assessing the extent to which these MISs respond to the needs of users at all levels of administration and across stakeholder groups.
- assessing the extent to which the MISs perform the potential functions of an integrated information system for social protection
- assessing government priorities and plans, across different stakeholders - including complementarities, synergies, duplications and broader governance issues. For example, understanding the current opportunities and challenges of different institutional arrangements and supporting a high-level consensus between the Ministry of Finance, Bangladesh Bureau of Statistics (BBS), and the General Economics Division on ownership and use of all current or future national MISs related to the mandate in the NSSS (Single Registry MIS i.e. NSP MIS).
- assessing other barriers to successful implementation of desired objectives, including aspects related to capacity, technology, operating procedures and enabling environment, among others.
- advising on next course of action to add value to the ongoing reform commitment and
- build on the latest progress in this area, with the final objective of delivering on the NSSS vision for a 'Single Registry MIS'.

- advising on the potentiality of driving for a Social Registry MIS than a Single Registry MIS, building on the latest progress in this area.

The figure below outlines the process of establishing the NSP MIS (Single Registry) from the NSS Concept to the assessment of the MIS in Social Protection, the high-level design and road map which have been undertaken in this project and next steps including detailed design, build and deployment of the NSP MIS.



1.3 Single Registry MIS

1.3.1 Overview

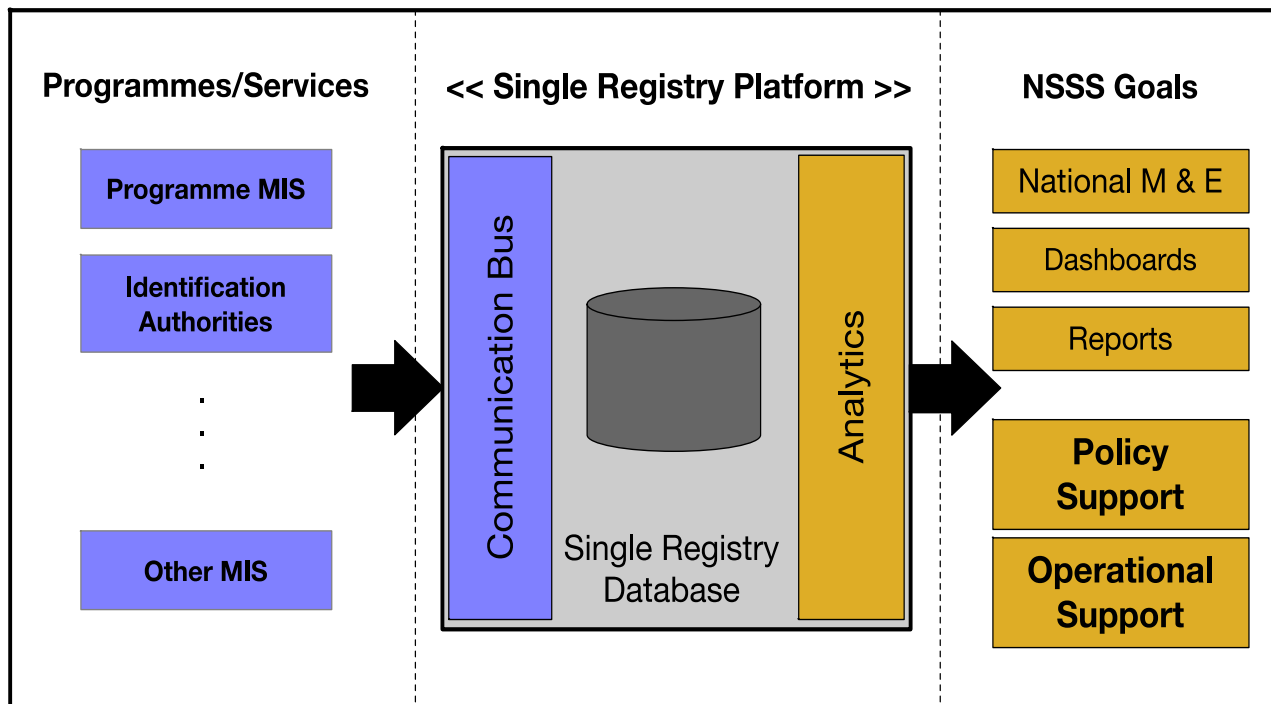
According to the NSSS, the Government is planned to establish a national Single Registry that is based on building scheme-specific MISs that communicate with each other and deliver comprehensive information across government. The Single Registry would be based on a national identity system of all Bangladeshi citizens.

The SI Statistics and Informatics Division (SID) is proposed to take the lead in establishing the Single Registry. GED will commission a review of MISs across all of Bangladesh's Social Security schemes. The review was to be tasked with making recommendations on how best to establish a Single Registry and the costs of implementation. The Government will initially test the MIS within the respective line ministries. Over time, the MIS will be extended nation-wide. The Government expects a fully functioning national Single Registry to be in place by 2018.

The key features of the MIS are likely to include:

- The use of similar software for the MIS database across all schemes.
- Investment in high quality computer hardware.
- The use of telecommunication networks for the transmission of data.
- The ability for data entry to take place at local level and for the MIS to be accessed at all levels of government, according to agreed protocols.
- Professionally competent staff to manage the MISs.
- The highest level of security to ensure that personal data on citizens is protected.

The diagram below shows the high-level architecture of the Single Registry based on the NSSS planned.



1.3.2 Policy Support Advantages

Some of the policy support advantages of implementing the Single Registry includes the following:

- Apply a more equitable approach to distributing resources based on objective and comparable information, and addressing any uneven and unequal provision of social protection disbursement across social groups and administrative jurisdictions.
- Increase responsiveness and inclusiveness of interventions to serve the chronically poor.
- Ensure universal coverage and support implementation of the social protection floor (nationally defined sets of basic social security guarantees).
- Build a stronger link to complementary institutional frameworks and wider social and economic policies.
- Increase transparency and accountability due to program information being more easily compared across SSPs.

- Improve the citizen satisfaction of the social protection system, as citizens better understand their entitlements.
- Increase knowledge about poverty and vulnerability in Bangladesh based on access to the large amount of information available.

1.3.3 Operational Advantages

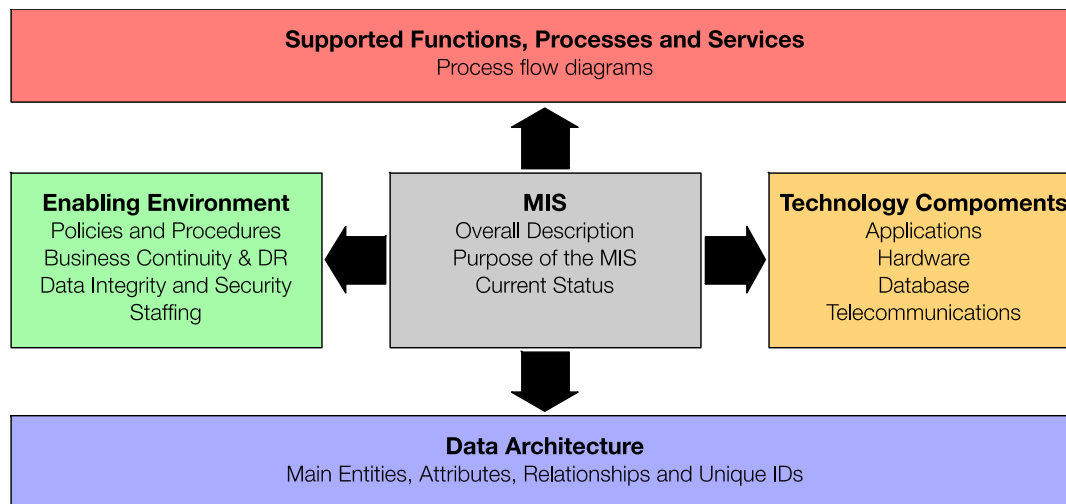
On the operational side, the following are some of the envisaged advantages of implementing the Single Registry:

- Facilitate oversight of multiple schemes and reporting to policymakers.
- Improve budget planning and ability to model and test policy changes.
- Decrease the burden on staff, (eg. Less paperwork, less manual reporting).
- Decrease the burden on potential applicants (e.g. ability to apply for several programs at once, need for fewer documents, better / more coordinated information on entitlements).
- Avoid duplication of effort (e.g. with data collection activities) and potentially establish a 'common entry point' for social protection.
- Establish common systems across all schemes (e.g. payment system, grievance mechanisms, M&E system), increasing efficiency and saving money.
- Improve identification and management of error and fraud and the ability to monitor multiple payments (keeping track of who is receiving what).
- Enable beneficiaries to transition between schemes as their circumstances change.
- Establish more effective emergency responses (e.g. by directing additional payments to social protection recipients in areas affected by an emergency for a limited period) and context-based services.

1.4 Assessment Approach and Methodology

This assessment provides a point-in-time snapshot of the capabilities and resources of the various MISs. This snapshot will be used to evaluate the possible integration points, role and contributions of these MISs to the planned National Social Protection MIS envisioned in the NSSS.

It also includes a review of the enabling environment supporting each MIS, specifically, policies and procedures, staffing and documentation available. Evaluating the maturity of this enabling environment will allow us to make recommendations for corrections and updates, in order to mitigate any possible risks that may be propagated through the national system as a result of weaknesses in their enabling environments.



1.5 Social Protection Context for the MIS Assessment

Each MIS was evaluated along the lines of the requirements for the following key functional areas in Social Protection programmes:

1.5.1 Beneficiary Identification

When implementing safety net programs, it is important to develop a system of beneficiary identification (ID) so as to distinguish program beneficiaries from non-beneficiaries. A functioning identification system enables adequate tracking of beneficiaries throughout key program processes, including registration, payment, verification and control, recertification, and graduation. This promotes efficiency within a program, and improves program governance by reducing duplication errors, fraud, and overlapping benefits.

Scope of the Assessment:

The assessment identified if the MIS supports any aspect of beneficiary identification, and documents the data collected, and processes and methodology used for the beneficiary identification and selection.

1.5.2 Beneficiary Data Management

With social protection MISs, one of the most contentious issues is updating data — especially if the MIS is used for determining eligibility and delivering services. For an SP MIS to be fully effective it should aim to offer:

- inclusion of newcomers (e.g. migrants, newborns).
- exclusion of those who have passed away.
- management of changes due to transitory shocks (e.g. natural disaster, crop failure, unemployment, sickness, pregnancy).

Scope of the Assessment:

The assessment reviewed the processes and MIS features that support the updating of the beneficiary database. The assessment established if the robust procedures necessary to ensure data integrity and quality, business continuity and controlled access to the database are present as part of the MIS enabling environment.

1.5.3 Payments/Benefit Transfer

This process area is concerned with guaranteeing that payment transfers reach beneficiaries in the shortest time possible, on a regular basis and in full.

It is concerned with how benefits, specifically cash, get from the national level to the beneficiary household or individual.

Scope of the Assessment:

The assessment reviewed the processes and MIS features that support the payments or delivery of benefits to beneficiaries.

1.5.4 Grievance and Redress

There are several important benefits to setting up strong Grievance Redress Mechanisms for social protection programmes, such as: increasing overall programme accountability and citizens' trust and involvement; continuously solving operational issues (complementary to monitoring and evaluation) and reducing the cost of addressing them; holding implementing authorities accountable at all levels of implementation to curb corruption; and standardising programme implementation and performance.

Scope of the Assessment:

The assessment reviewed the processes and MIS features that support the case management procedures for managing stakeholder grievances, including complaints and claims.

1.5.5 Co-Responsibility/Conditionality Management

From an MIS perspective, this process area is concerned with the integration of data from agencies, programmes, and other partners and feedback data from field operations into the MIS.

It deals mainly with the ability to, receive from and output data to, agents in the field, as well as third parties.

Scope of the Assessment:

The assessment reviewed the processes and MIS features that support the updating of the programme database based on data received from other programmes and organizations.

1.5.6 Monitoring and Evaluation

Systematic monitoring and evaluation of business processes is a sign of program maturity and sophistication. But monitoring and control efforts can be crippled by lack of transparency and by incomplete and untimely information.

An MIS can help track indicators and integrate data, thereby providing a timely and realistic picture of malfunctioning or suboptimal processes.

Furthermore, the results of program impact evaluations can be widely affected by the quality and reliability of the data, from the demand and compliance, from the supply, and from the quality of the data.

Finally, with the appropriate data analytics capability, an MIS will help transform all the data collected and generated into actionable insights to improve programme effectiveness and impact.

Scope of the Assessment:

The assessment reviewed the processes and MIS features that support the generation, reporting and visualization of programme operational and result metrics.

1.6 Assessment Criteria & Scoring

1.6.1 Coverage of Functional Process Areas

Level	Description	Explanation
3	Deployed	Features and functionality fully deployed.
2	In Development	Features under development or further development required.
1	Planned	Features and functionality planned.
-	N/A	Not Applicable.
-	N/S	Not Specified

1.6.2 Maturity Status

Level	Description	Explanation
5	Best	Demonstrates the Best Practice in the Industry.
4	Good	Mature or Fully Implemented.
3	Fair	Progressing / Fair.
2	Weak	Some Improvements Identified.
1	Poor	Needs Significant Improvement.
0	N/A	Not Applicable.

1.6.3 Risk Level

Status	Description	Explanation
L	Low	Low or no risks expected to propagate.
M	Medium	Could present a significant risk to the NSP MIS or other MISs.
H	High	Would present a significant risk to the NSP MIS or other MISs.
0	N/A	Not Applicable.

2 Assessment Results

2.1.1 MISs Assessed

The following MISs were assessed by the MSL team during this assignment:

1. Finance Division SPBMU MIS

SPBMU MIS is designed following the same architecture of the Kenyan Single Registry model and is meant to be an integrated beneficiary's registry once all the Cash Transfer schemes are linked to it. The assessment focused on SPBMU MIS being the potential integrated beneficiary database for Social Safety Net programmes.

2. Finance Division Integrated Budget and Accounting System (iBAS++)

The office of the CGA plays an extremely important role in the implementation of the G2P Payment system. MSL team therefore conducted the assessment of iBAS++ including its interface with SPBMU MIS, security of the system, its role in the NSP MIS to be implemented as well as capacity of iBAS++ and the staff.

3. Bangladesh Bureau of Statistics (BBS) National Household Database (NHD)

Bangladesh government has been taken lot of initiatives to ensure faster and duplication/error free door to door support services for its citizen. Considering the different contextual aspects, GoB initiated 145+ multi care social safety net programs and different development project. In this relation, GoB has started a project named 'National Household Database –NHD¹' project; in earlier it is called Bangladesh Poverty Database- (BPD). The assessment conducted to help GoB determine the role of NHD in the implementation of the NSP MIS.

4. Bangladesh Bureau of Statistics (BBS) National Population Registry (concept stage only)

National Population Registry (NPR) Project planned to be implemented to help create a database of the identities of Bangladesh residents. The database is maintained by BBS and has to be developed by conducting a census of all Bangladeshi and thereafter maintain it by continuously updating it. There is a lot of similarity between this intervention, NHD and the CRVS project therefore this assignment will try help the GoB avoid duplicating the noble initiatives.

5. Ministry of Health (in partnership with UNICEF) Maternal Health Birth Registration Database (concept stage only)

¹ <https://www.tmss-ict.com/national-household-database-nhd-project/>

MSL also held consultative meetings with Ministry of Health and UNICEF to understand the Birth Registration Database that is planned to be developed. The outcome of these consultations will be very valuable to the design of the NSP MIS.

6. BEC National ID Database

BEC has the most authentic electoral database covering all eligible voters and, in the process, BEC has issued equal number of National Identity Card (NID) to the registered voters. Necessary infrastructure and facility are in place now to provide NID verification service to the government and non-government bodies. This service provides the option to verify the validity of a NID online. The NID database will be very key in implementing NSP MIS since it has a unique identifier of over 100 million Bangladeshi which can be used to prevent duplication or double dipping of Social Safety Net benefits. The assessment conducted by MSL explores the role of NID Database in the implementation of NSP MIS.

7. Ministry of Local Government Online Birth Registration Information System (BRIS)

MSL also conducted the assessment of the BRIS application to determine its role in the NSP MIS to be implemented.

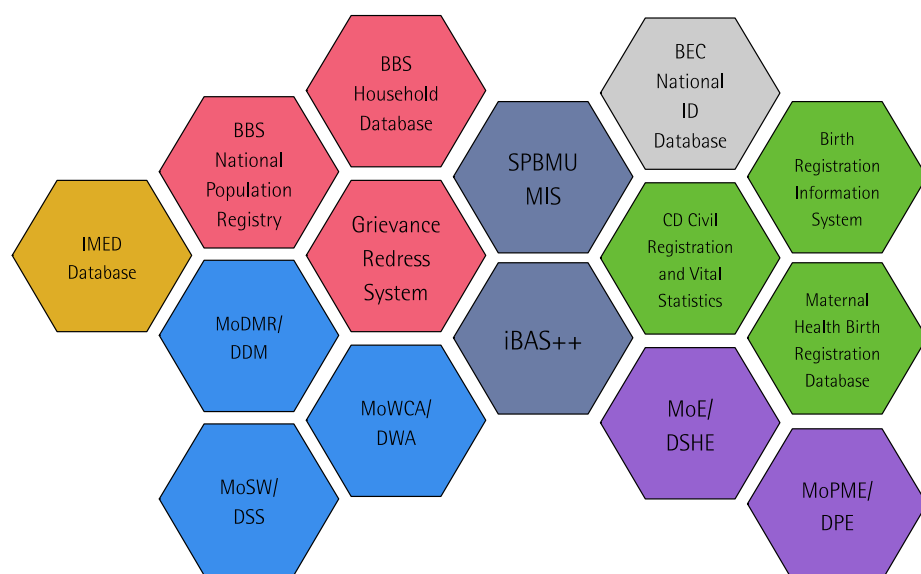
8. Cabinet Division- Civil Registration and Vital Statistics (CRVS)

Bangladesh wants to establish a robust and effective CRVS process based on a Unique ID (UID) system and linked it with service delivery processes. Along with the six components (birth, death, marriage, divorce, adoption and cause of death), there is already plans to add enrolment in the education system, and migration (in and out) as major components of CRVS in Bangladesh. And then to link them with the Bangladesh Bureau of Statistics (BBS) for generation of Vital Statistics (VS) and with other services delivery processes especially the Social Protection Programs we are developing an Integrated Service Delivery Platform as part of CRVS implementation plan. This assessment conducted was to review the concept of the CRVS which is to be implemented in the near future and how it would impact the NSP MIS.

9. Assessment of the MISs of Major Social Safety Net Implementing Ministries and Departments

The assessment of the state of MISs of major Social Safety Net schemes i.e. MoWCA, MoE, MoPME, MoDMR, along with their operational constraints, efficiencies and effectiveness, will help establish how the MISs will map to the NSP MIS and fulfil the requirements for integrated information management for social protection in Bangladesh. The assessment of the current state of the Line Ministries MIS also revealed the preparedness of the programme MIS to integrate from a technical, operational, governance and capacity perspective with the NSP MIS.

The diagram below shows all the MISs assessed during the assignment.



2.1.2 Functional Coverage Assessment Results

This section of the assessment focused on determining the potential contributions to be made by the programme and functional MISs.

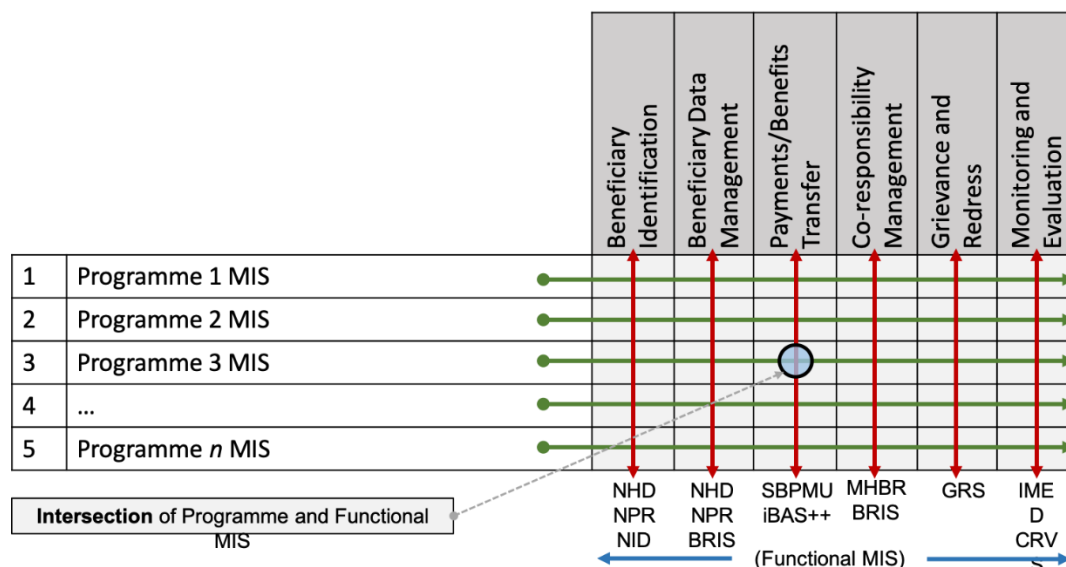
Specifically, opportunities to reduce/eliminate redundancies and duplications where evaluated.

		Beneficiary Identification	Beneficiary Data Management	Payments/Benefits Transfer	Co-responsibility Management	Grievance and Redress	Monitoring and Evaluation
1	SBPMU	-	-	2	-	-	2
2	iBAS++	-	-	2	-	-	2
3	BBS – National Household Database	2	1	-	-	-	1
4	BBS – National Population Register	Concept Only					
5	MoH – Maternal Health and Birth Registry	Concept Only					
6	CD - Civil Registration and Vital Statistics	No MIS					
7	LGD - Birth Registration Information System	-	2	-	-	3	2
8	BEC - National ID Database	3	-	-	-	-	-

9	IMED - PMIS	-	-	-	-	-	3
10	A2i - Grievance and Redress System	3	3	-	3	3	-
11	Directorate of Disaster Management (DDM) EGPP	2	2	1	2	2	2
12	Department of Social Service (DSS) OOA, DA and WA	3	3	3	-	1	2
13	Department of Women Affairs (DWA) MA, LMA and IMLMA	3	3	3	-	2	2
14	Directorate of Secondary and Higher Education SESP, SESIP and HSSP	3	3	2	2	1	2
15	Department of Primary Education (DPE) PESP	1	1	1	1	1	1

Observations from the functional coverage assessment:

- The following MISs were identified to focused on functions that potentially cut across all SP interventions.
 - Beneficiary Identification:** NHD, NPR, NID, CRVS
 - Beneficiary Data Management:** NHD, NPR, BRIS
 - Payments:** SBPMU, iBAS++
 - Grievance Redress:** GRS
 - Monitoring and Evaluation:** IMED, CRVS
- These MISs have the potential to provide shared services across all SP programmes as part of the Single Registry MIS.
- All other Line Ministries MIS have the potential to provide information for managing Co-responsibilities/Conditionalities as well as programme activity and outcome data as part of the Single Registry MIS.



Implications of the functional coverage assessment for Single Registry Design (Elimination of Functional Duplication)

1. **Programme MISs** - Define/update their requirements at the *intersections*. For instance, a programme that makes payments to beneficiaries would have an intersection with the services provided by SPBMU/iBAS++. At this intersection the programme should explore which aspects of its payment process can be better performed by SPBMU/iBAS++.
2. **Functional MISs (SPBMU, iBAS++, NHD, etc.)** – Update their systems to provide identified programme requirements. Once programmes have defined their requirements from the functional MIS, the functional MIS must update its systems if necessary in order to provide the required programme functionality.
3. **Develop roles, responsibilities and operational framework** for integration between Programme and Functional MISs. The programme and function must come together to define and establish the terms of the integration.
4. **Define and develop service access points (through APIs)**, to establish how Programme MISs will access the services provided by the Functional MISs. Once requirements have been defined and terms established, the required API endpoints would be developed and tested for the integration to go into production.

2.1.3 Enabling Environment and Risk Assessment Results

This section of the assessment focused on measuring the readiness of the various Programme and Functional MISs to participate effectively as components of the envisaged Single Registry MIS. We also evaluated the possible risks presented to the Single Registry MIS from weaknesses observed in the enabling environment.

Areas evaluated with Maturity levels of 3 or less, or evaluated as presenting a High Risk, would require additional investment to ensure that the MIS participates effectively as a component of the Single Registry MIS.

2.1.3.1 Enabling Environment Results

		IT Policies	User Policies	Business Continuity / Disaster Recovery	Logical Security	Physical Security	Data Integrity and Security	Development Practices	Change Management	Documentation	Staffing	Help Desk
1	SBPMU	3	3	3	4	5	4	4	4	4	3	2
2	iBAS++	4	5	4	4	5	4	4	4	4	3	2
3	BBS - NHD	1	1	3	3	4	4	-	-	-	2	2
4	BBS - NPR	Concept Only										
5	MoH - MHBR	Concept Only										
6	CD - CRVS	No MIS										
7	LGD - BRIS	1	3	4	4	4	4	3	3	2	2	2
8	BEC - NID	2	2	4	4	4	4	-	-	4	4	4
9	IMED - PMIS	2	2	5	3	3	3	-	-	4	3	1
10	A2i - GRS	1	5	4	3	5	4	5	5	4	5	5

2.1.3.2 Risk Assessment Results

		IT Policies	User Policies	Business Continuity / Disaster Recovery	Logical Security	Physical Security	Data Integrity and Security	Development Practices	Change Management	Documentation	Staffing	Help Desk
1	SBPMU	M	L	H	M	L	L	L	L	L	L	M
2	iBAS++	L	L	L	M	L	L	L	L	L	L	M
3	BBS - NHD	M	M	M	M	M	L	H	H	H	M	M
4	BBS - NPR	Concept Only										
5	MoH - MHBR	Concept Only										
6	CD - CRVS	No MIS										
7	LGD - BRIS	H	L	L	L	L	L	M	M	H	H	H
8	BEC - NID	M	M	L	L	L	L	-	-	L	L	L
9	IMED - PMIS	M	M	L	M	M	M	-	-	L	M	H
10	A2i - GRS	H	L	M	L	L	M	L	L	M	L	L

2.1.3.3 Summary of Results

#	MIS	Readiness	Risk
1	SBPMU	3.5	1.5
2	iBAS++	3.9	1.2
3	BBS - NHD	2.5	2.2
7	LGD - BRIS	2.9	1.9
8	BEC - National ID Database	3.6	1.0
9	IMED - PMIS	2.9	1.5
10	A2i - GRS	4.2	1.5

2.1.3.4 Implications for Single Registry Design – Improving Readiness and Managing Risk.

1. All MISs, need to improve documentation and implementation of Policies and Procedures. This can be done under the guidance of the Bangladesh Computer Council. Templates and guidelines can be provided to assist the various programmes MIS teams.
2. Improve Staffing – We observed a significant level of dependence on external consultants, contractors and vendors. The various programmes and functional MISs need to clearly define their staffing requirements, recruit and train staff.
3. Development and deploy functional help desks and self-service support mechanisms. Any difficulties in getting help or support may confound the integration effort.
4. For the NHD specifically, the development of the MIS is being done offsite. There should be an executed escrow agreement for the source code, a greater participation from the local team to safeguard the continuity of the project should the development firm fail.

2.2 MIS Assessment Summaries

This section presents the details obtained from each of the MISs for the assessment.

2.2.1 SBPMU - Social Protection Budget Management Unit

2.2.1.1 Overview

The Strengthening Public Finance for Social Protection (SPFMSP) project developed a MIS for Social Protection Budget Management Unit (SPBMU) of Finance Division (FD) that ensures efficient and effective social transfers to the poor, monitor and control fiduciary risks, and to increase value for money (VfM) in delivery of social protection programs. Achieving this involved designing and setting up a MIS for SPBMU and then after pilot testing devise a way of automatically transferring the data from the Line Ministries Schemes MIS databases to the central database of FD SPBMU MIS.

By end of June 2019, more than 8 Social Safety Net schemes of five Line Ministries have been linked to SPBMU MIS. The 8 schemes are specifically Maternity Allowance (MA) and Lactating Mothers Allowance (LMA) of Ministry of Women and Children Affairs (MoWCA), Disability Allowance (DA), Husband Deserted and Destitute Women and Widows Allowance (HDDWA) of Ministry of Social Welfares (MoSW), Employment Generation Program for the Poorest (EGPP) of Ministry of Disaster Management and Relief (MoDMR), Secondary Education Stipend Program (SESP) of Ministry of Education (MoE) and Primary Education Stipend Program (PESP) of Ministry of Primary and Mass Education (MoPME).

The SPBMU MIS is also linked to BEC National ID System and it's used for verification of NIDs of Safety Net Beneficiaries. SPBMU MIS is also linked to iBAS++ and provides it with validated beneficiaries payment data in the G2P Payments System already launched by FD of Ministry of Finance. Ministry of Finance and the Line Ministries will accrue several benefits through the establishment of linkage between SPBMU MIS and all the about 145 Schemes MIS in Bangladesh. Some of the outstanding benefits include:

- Implementation of Government to Persons (G2P) Payments System in which the key function of SPBMU MIS is to validate payment data through verification and cross-validation using National ID and create an interface with Integrated Budget and Accounting System (iBAS++) through which the payment data is exchanged between SPBMU MIS and iBAS++ and Electronic Funds Transfer (EFT) through Bangladesh Bank is executed.
- Monitor budgetary allocations and expenditure from iBAS++ and comparing them with the payroll information from Line Ministries MISs thus provide financial analysis of schemes and help increase value for money (VfM).
- Building of an integrated Beneficiaries database by capturing beneficiaries' data regularly from Line Ministries MISs for analysis on social protection schemes performance.

- The integrated beneficiaries' database will allow cross validation between schemes using National ID (NID) as the unique field.
- Help to identify fiduciary risks through online real-time NID verification process using Election Commission System which is linked to SPBMU MIS and share the information with Line Ministries.

2.2.1.2 Assessment of Coverage of Functional Areas

Functional Area	Coverage	Comments
Beneficiary Identification	-	Not Applicable.
Data Management	-	Not Applicable.
Payments/Benefits Transfer	2	In Use. Further development on-going.
Grievance Redress	-	Not Applicable.
Co-responsibility Management	-	Not Applicable.
Monitoring and Evaluation	2	Monitoring implemented via reports.

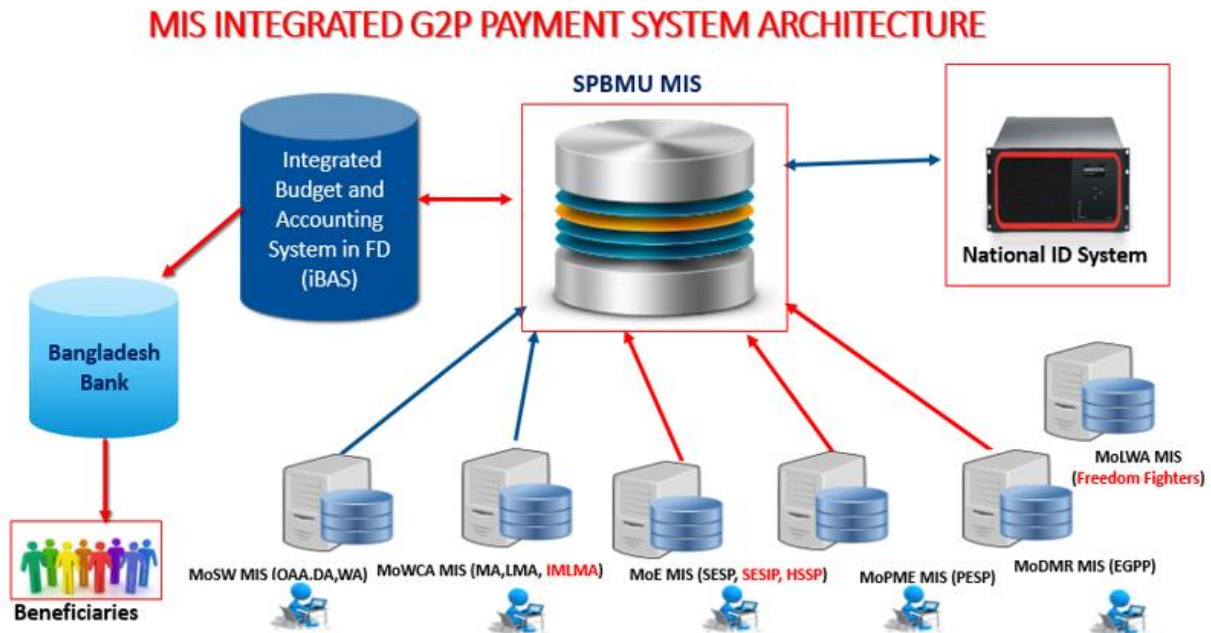
2.2.1.3 Assessment of Enabling Environment

Assessment Area	Maturity	Risk
IT Policies	3	M
User Policies	3	L
Business Continuity/ Disaster Recovery	3	H
Logical Security	4	M
Physical Security	5	L
Data Security and Integrity	4	L
Development Practices	4	L
Change Management	4	L
Documentation	4	L
Staffing	3	L
Help Desk	2	M

Average Maturity Score
3.5

Average Risk Score
1.5

2.2.1.4 Linkages to other MISs



2.2.2 iBAS++ - Integrated Budget and Accounting System

2.2.2.1 Overview

iBAS+ is the integrated financial management information system for the Government of Bangladesh. It is a centralised, internet and Oracle based software, which allows budget preparation, budget distribution to the field offices, fund release, appropriation, online submission of pay and other bills, payment processing through EFT, cheque and payment order, accounting of all the receipts and payment of government, automated bank reconciliations etc.

2.2.2.2 Assessment of Coverage of Functional Areas

Functional Area	Coverage	Comments
Beneficiary Identification	-	Not Applicable.
Beneficiary Data Management	-	Not Applicable.
Payments/Benefits Transfer	2	Deployed
Grievance Redress	-	Not Applicable.
Co-responsibility Management	-	Not Applicable.
Monitoring and Evaluation	2	Monitoring implemented via reports.

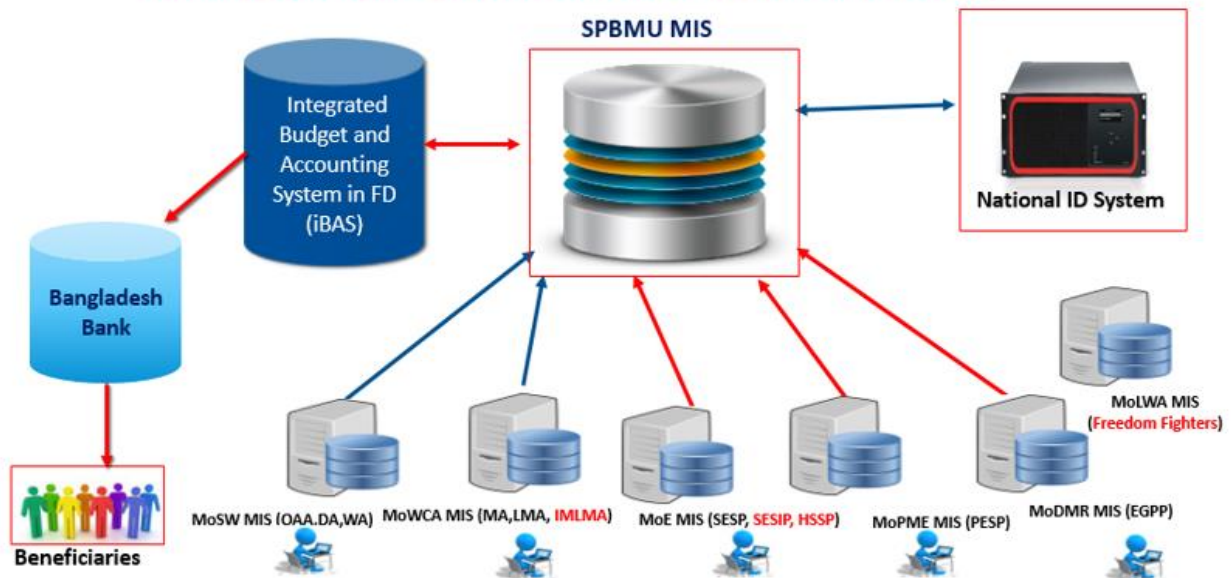
2.2.2.3 Assessment of Enabling Environment

Assessment Area	Maturity	Risk
IT Policies	4	L
User Policies	5	L
Business Continuity/ Disaster Recovery	4	L
Logical Security	4	M
Physical Security	5	L
Data Security and Integrity	4	L
Development Practices	4	L
Change Management	4	L
Documentation	4	L
Staffing	3	L

Help Desk	2	M
Average Maturity Score	Average Risk Score	
3.9	1.2	

2.2.2.4 Linkages to other MISs

MIS INTEGRATED G2P PAYMENT SYSTEM ARCHITECTURE



2.2.3 BBS – National Household Database

2.2.3.1 Overview

Implements a National Targeting Database in which each household get a PMT Poverty Score.

Household data collected for entire country. Started in 2016 completed in Nov. 2018. Data was collected using paper forms, then digitized using ICR, and finally migrated into the Household Database.

Data is collected in 3 phases. All data has been digitized. Data migration is on-going.

New regression formula will be ready for calculating PMT scores in July 2019, based on Living Standards Survey from 2016.

2.2.3.2 Assessment of Coverage of Functional Areas

Functional Area	Coverage	Comments
Beneficiary Identification	2	In Use. PMT scoring yet to be deployed.
Data Management	1	Updates from NPR planned. Also, there is an expectation that subscribers to the NHD will send updates from the field.
Payments/Benefits Transfer	-	Not Applicable.
Grievance Redress	-	Not Applicable.
Co-responsibility Management	-	Not Applicable.
Monitoring and Evaluation	1	M & E Activities occur during field data collection, random spot checks are used to verify enumerated data, but this data is not managed or processed in the MIS at this time.

2.2.3.3 Enabling Environment

Assessment Area	Maturity	Risk
IT Policies	1	M
User Policies	1	M
Business Continuity/ Disaster Recovery	3	M
Logical Security	3	M
Physical Security	4	M

Data Security and Integrity	4	L
Development Practices	-	H
Change Management	-	H
Documentation	-	H
Staffing	2	M
Help Desk	2	M

Average Maturity Score
2.5

Average Risk Score
2.2

2.2.4 BRIS – Birth Registration Information System

2.2.4.1 Overview

With active support of UNICEF, the government started a project called “Birth and Death Registration Project” in 2001 under the Local Government Division. In this time of period government repealed Birth and Death Registration Act 1873 and the Births, Deaths and Marriages Registration Act 1886 and adopted new Birth and Death Registration Act in 2004 and entered into force in July 2006. Following the act, the government also adopted corresponding birth and death registration rules in 2006. According to law all union council, municipality, cantonment board, city corporations and Bangladesh missions are act as birth registration registrar. Following the act of 2004, the government also adopted corresponding birth and death registration rules in 2006. For determination of Digital Bangladesh, Government has initiated Online Birth Registration System (BRIS) in the country since October 2010 and gradually moving away the manual system. This work is totally internet based.

2.2.4.2 Coverage of Functional Areas

Functional Area	Coverage	Comments
Beneficiary Identification	-	Not Applicable.
Beneficiary Data Management	2	Linked to other databases. Upgrade in progress.
Payments/Benefits Transfer	-	Not Applicable.
Grievance Redress	3	Implemented.
Co-responsibility Management	-	Not Applicable.
Monitoring and Evaluation	2	Monitoring implemented via reports.

2.2.4.3 Enabling Environment

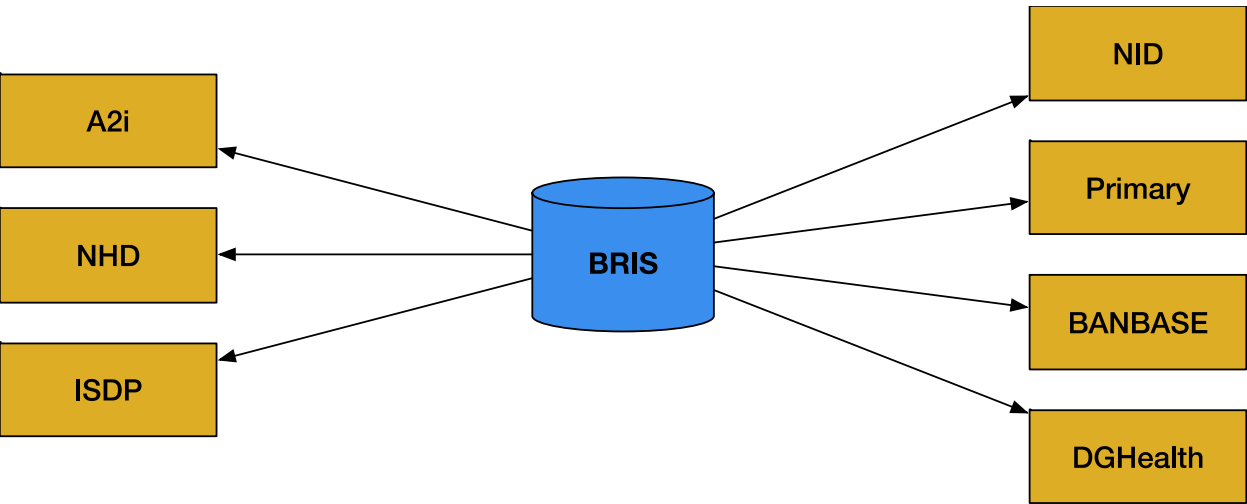
Assessment Area	Maturity	Risk
IT Policies	1	H
User Policies	3	L
Business Continuity/ Disaster Recovery	4	L
Logical Security	4	L
Physical Security	4	L
Data Security and Integrity	4	L

Development Practices	3	M
Change Management	3	M
Documentation	2	H
Staffing	2	H
Help Desk	2	H

Average Maturity Score
2.9

Average Risk Score
1.9

2.2.4.4 Linkages to other MISs



2.2.5 National ID Database

2.2.5.1 Overview

The **National Identity Card** or **NID** card is a compulsory identity document issued to every Bangladeshi citizen upon turning 18 years of age. The NID is a government issued photo ID just like the Bangladeshi Driver's licence, which is also a biometric, microchip embedded, smart identity card. The NID is required by Bangladeshi citizens for multiple essential public services, such as obtaining utility connections, as well as private services, such as opening bank accounts, in Bangladesh. Initially paper based laminated NID cards were issued since 2006. Then the paper based laminated NID cards were replaced by biometric and microchip embedded Smart NID cards for all adult citizens in Bangladesh from 2016 onwards. This was done to ensure security for the card holder as well as prevent counterfeiting and fraudulence. The government provides the Smart NID card free of charge to all adult citizens of Bangladesh

2.2.5.2 Coverage of Functional Areas

Functional Area	Coverage	Comments
Beneficiary Identification	3	Deployed.
Data Management	-	Not Applicable.
Payments/Benefits Transfer	-	Not Applicable.
Grievance Redress	-	Not Applicable.
Co-responsibility Management	-	Not Applicable.
Monitoring and Evaluation	-	Not Applicable.

2.2.5.3 Enabling Environment

Assessment Area	Maturity	Risk
IT Policies	2	M
User Policies	2	M
Business Continuity/ Disaster Recovery	4	L
Logical Security	4	L
Physical Security	4	L
Data Security and Integrity	4	L

Development Practices	-	-
Change Management	-	-
Documentation	4	L
Staffing	4	L
Help Desk	4	L

Average Maturity Score
3.6

Average Risk Score
1.0

2.2.6 IMED – Project Management Information System

2.2.6.1 Overview

The Implementation Monitoring and Evaluation Division (IMED) monitors and evaluates the performance of revenue and development investment by collecting and analyzing information on project and programme results originating from implementing organizations. Analysis of the performance of ministries and sectors against agreed targets is provided to Executive Committee of the National Economic Council, line ministries and other concerned parties whenever necessary. Wherever possible IMED seeks to explain why sector or ministry performance targets have not been met by careful analysis of programme outcomes. This analysis is provided to the relevant bodies so that they can improve their performance if necessary.

2.2.6.2 Coverage of Functional Areas

Functional Area	Coverage	Comments
Beneficiary Identification	-	Not Applicable.
Data Management	-	Not Applicable.
Payments/Benefits Transfer	-	Not Applicable.
Grievance Redress	-	Not Applicable.
Co-responsibility Management	-	Not Applicable.
Monitoring and Evaluation	3	Implemented.

2.2.6.3 Enabling Environment

Assessment Area	Maturity	Risk
IT Policies	2	M
User Policies	2	M
Business Continuity/ Disaster Recovery	5	L
Logical Security	3	M
Physical Security	3	M
Data Security and Integrity	3	M
Development Practices	-	-

Change Management	-	-
Documentation	4	L
Staffing	3	M
Help Desk	1	H

Average Maturity Score
3.6

Average Risk Score
1.0

2.2.7 A2i – Grievance Redress System

2.2.7.1 Overview

In order to develop a citizen-oriented public administration by inspiring government officials to provide service with transparency and accountability, the Cabinet Division, on behalf of Government of Bangladesh, took the first ever initiative of GRS in Bangladesh.

A central system of receiving complaints from citizens was introduced at Gate 5 of the Cabinet Division Secretariat. All complaints are sent to focal points of ministries/divisions for redress. A format for this centralised GRS, both in manual and online platforms, has been established to implement grievance redressal for mitigating people's complaints relating to end to end service delivery. The online platform, which is an interactive web-based software and portal, has been introduced by the Cabinet Division to properly handle grievances with a range of procedures to facilitate reporting and resolution of grievances in a non-threatening, supportive environment.

Each ministry has access to a three-tier redressal mechanism where grievances will be received at GRS focal point who will forward the received grievances to the right authority such as organization/departmental focal points who will in turn delegate to appropriate implementing authority under his/her authority for grievance redressal. The system is available online at www.grs.gov.bd.

2.2.7.2 Coverage of Functional Areas

Functional Area	Coverage	Comments
Beneficiary Identification	3	Deployed
Data Management	3	Deployed
Payments/Benefits Transfer	-	Not Applicable
Grievance Redress	3	Deployed
Co-responsibility Management	3	Deployed
Monitoring and Evaluation	-	Not Specified

2.2.7.3 Enabling Environment

Assessment Area	Maturity	Risk
IT Policies	1	H
User Policies	5	L
Business Continuity/ Disaster Recovery	4	M

Logical Security	3	L
Physical Security	5	L
Data Security and Integrity	4	M
Development Practices	5	L
Change Management	5	L
Documentation	4	M
Staffing	5	L
Help Desk	5	L

Average Maturity Score
4.2

Average Risk Score
1.5

2.2.8 Directorate of Disaster Management (DDM) – EGPP

2.2.8.1 Overview

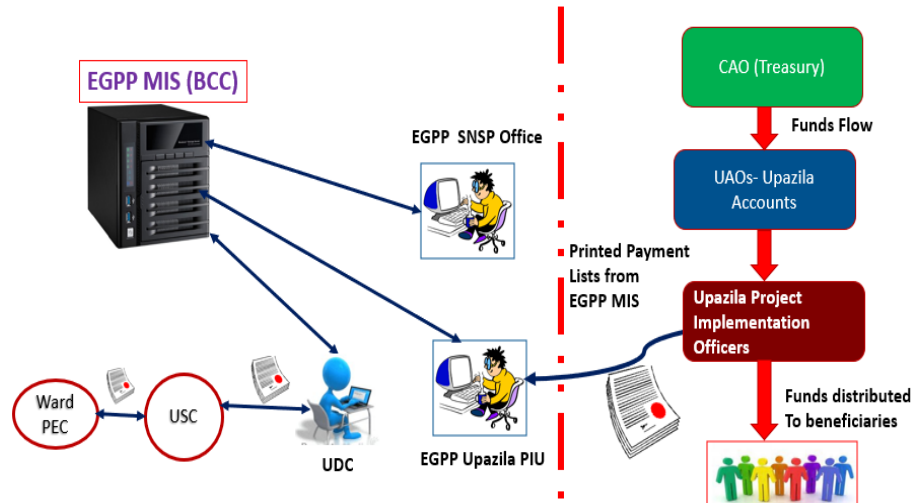
The EGPP targets the most vulnerable in society in a number of ways. First, a greater proportion of funds are channeled to the poorest Upazilas (sub-districts), especially along the coastal regions. Second, only households with less than half an acre of land and where the household head is a manual laborer are eligible. Third, wages are set at below market wage level to attract only those who need the money the most. Furthermore, one-third of all beneficiaries include women. This gender quota increases the probability of particularly female-headed households who are particularly vulnerable, to benefit from EGPP. Male and female beneficiaries receive the same amount of daily wages, making the program particularly attractive for poor women.

The EGPP is a new generation of safety net programs that places extra emphasis on innovations and results while improving transparency and monitoring. Independent spot checks reveal consistent improvement in program implementation, namely in the area of systematic formalization of institutional arrangements based on continuous feedback from the field.

2.2.8.2 Coverage of Functional Areas

Functional Area	Coverage	Comments
Beneficiary Identification	2	Further development on-going.
Data Management	2	Further development on-going.
Payments/Benefits Transfer	1	Planned. Payroll generation.
Grievance Redress	2	Further development on-going.
Co-responsibility Management	2	Further development on-going.
Monitoring and Evaluation	2	Further development on-going.

2.2.8.3 Linkages to other MISs



2.2.9 Department of Social Service (DSS) – OOA, DA, WA

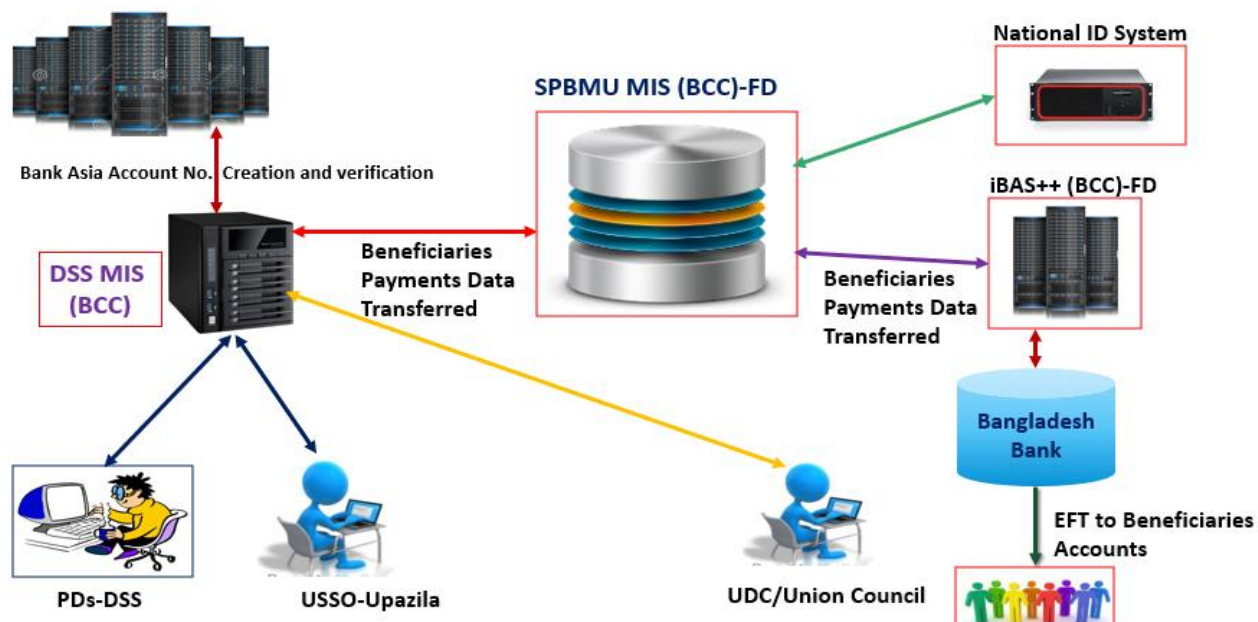
2.2.9.1 Overview

DSS with support from the World Bank had developed DSS MIS that was to be used to manage beneficiary's data, payments and for managing the daily official activities for its head office, district office, upazila office and union office (Union parishad) for the three schemes i.e. OAA, DA and WA. This MIS has been used to digitise data for the 3 schemes but due to contractual disagreements between DSS and the IT Vendor the contract was cancelled, and the vendor could not continue with the development of the MIS. Because of this, DSS decided to develop a new MIS through the support of a2i which is now used to freshly digitise the existing beneficiary's data.

2.2.9.2 Coverage of Functional Areas

Functional Area	Coverage	Comments
Beneficiary Identification	3	Deployed.
Data Management	3	Deployed.
Payments/Benefits Transfer	3	Deployed
Grievance Redress	-	Not Applicable.
Co-responsibility Management	1	Planned.
Monitoring and Evaluation	2	Monitoring implemented via reports.

2.2.9.3 Linkages to other MISs



2.2.10 Department of Women Affairs (DWA) - MA, LMA and IMLMA

2.2.10.1 Overview

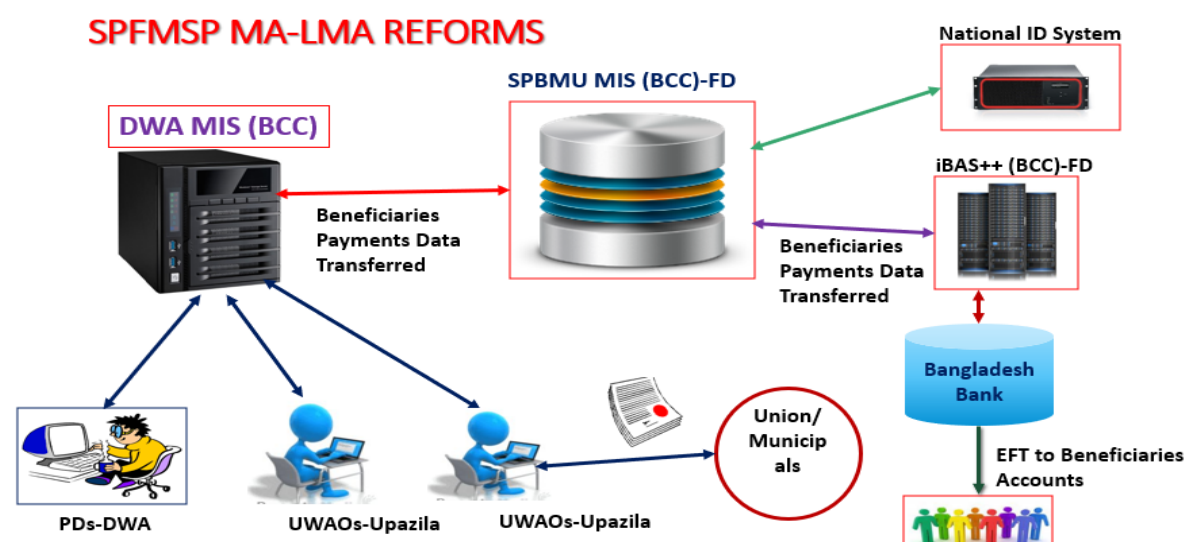
DWA of MoWCA has been undertaking rigorous beneficiary's data management reforms of Maternity Allowance (MA) and Lactating Mothers' Allowance (LMA) since 2016 with support from Finance Division Ministry of Finance during the implementation of Strengthening Public Finance Management for Social Projection (SPFMSP) Project and the WFP Technical Assistance support provided to DWA in piloting the Improved Maternity and Lactating Mothers Allowance (IMLMA) reforms.

Initially, all the MA beneficiaries' and LMA beneficiary's information management was paper based with around 600,000 of MA and 200,000 beneficiary's data stored mainly in hardcopy (original forms, photocopy of other docs, etc) at the Upazilas offices around the country.

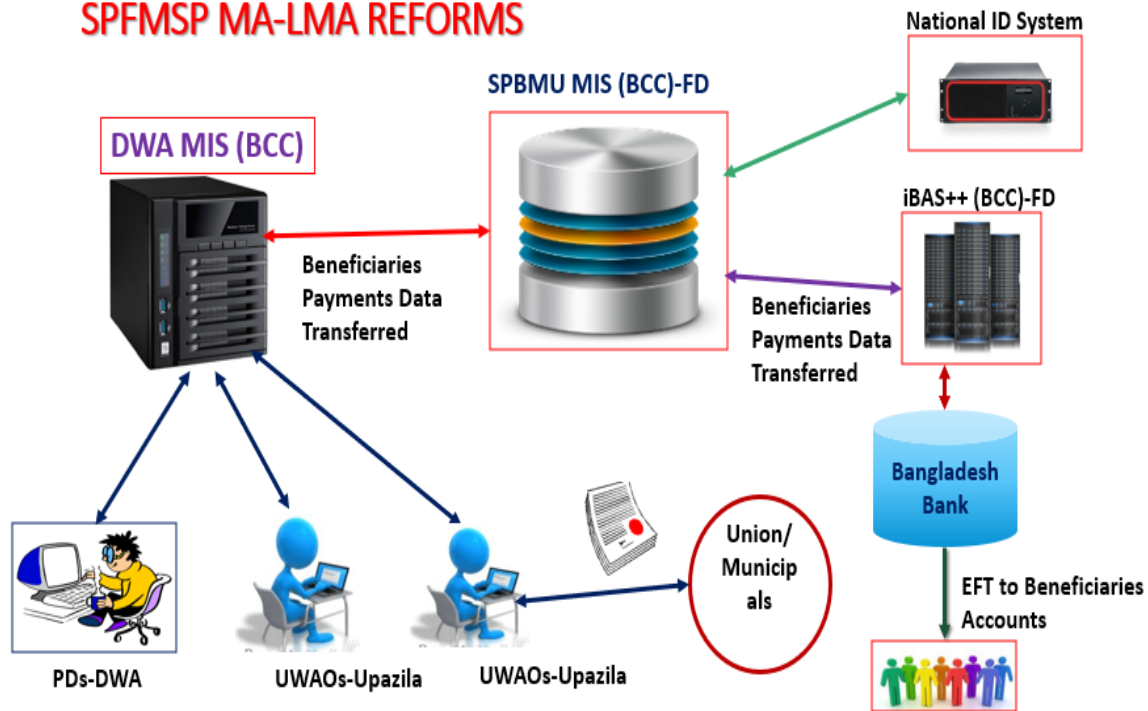
2.2.10.2 Coverage of Functional Areas

Functional Area	Coverage	Comments
Beneficiary Identification	3	Deployed.
Data Management	3	Deployed
Payments/Benefits Transfer	3	Deployed.
Grievance Redress	-	Not Applicable.
Co-responsibility Management	1	Planned.
Monitoring and Evaluation	2	Monitoring implemented via reports.

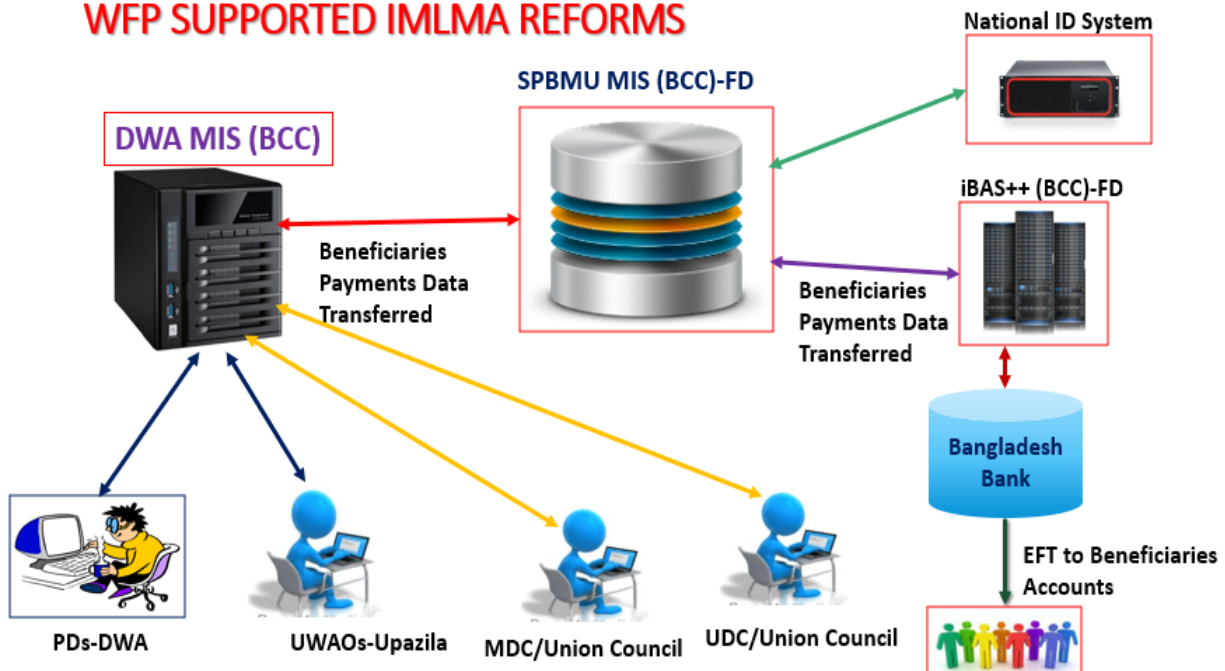
2.2.10.3 Linkages to other MISs



SPFMSP MA-LMA REFORMS



WFP SUPPORTED IMLMA REFORMS



2.2.11 Directorate of Secondary and Higher Education (DSHE) - SESP, SESIP and HSSP

2.2.11.1 Overview

SESP

The Directorate of Secondary and Higher Education (DSHE) has been managing payments of beneficiaries of SESP using information provided by an external vendor contracted by the Directorate. The vendor solely manages the data of the beneficiaries and every payment cycle generates the payment list and sends to the Directorate who then shares the same list with the bank for final transfer of the benefits to the accounts of the beneficiaries.

SESIP

Secondary Education Sector Development Plan (SE-SDP) was developed in 1998 with the Technical Assistance of ADB to develop the secondary education sector. Secondary Education Sector Improvement Project (SESIP) implemented (1999- 2007) as the first slice of SESDP and Secondary Education Sector Development Project (2007- 2013) taken as a follow-up. Secondary Education Sector Investment Program (SESIP) is taken based on the inputs of the mentioned previous projects.

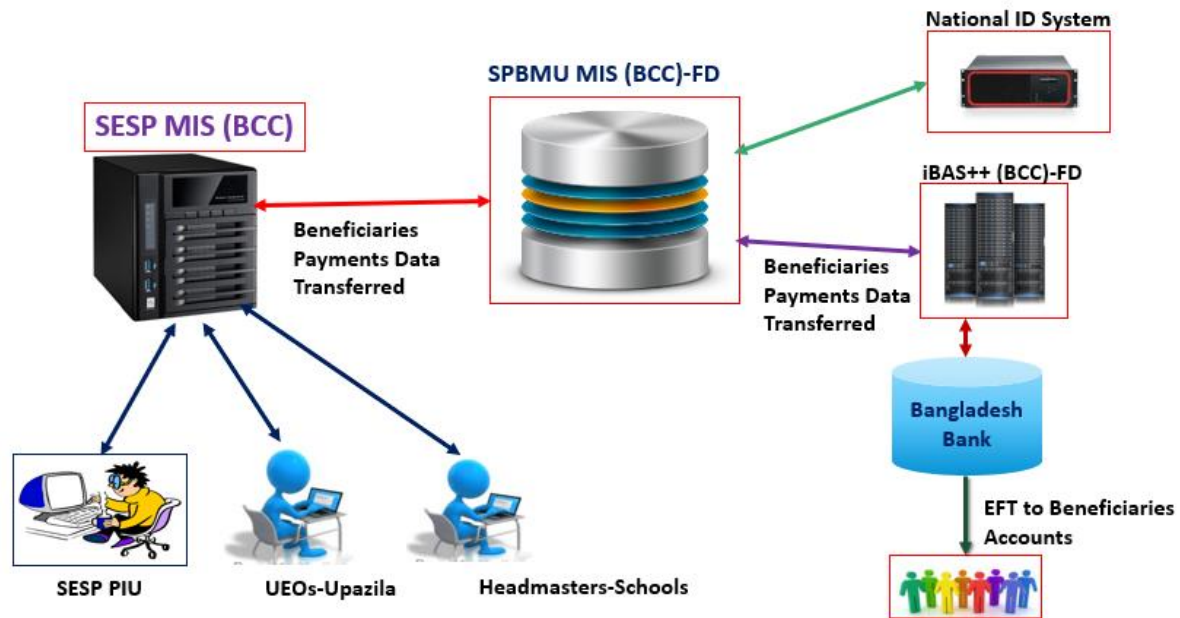
HSSP

The Ministry of education (MOE) has taken many development programmes to build digital Bangladesh. E-governance has already been established in many levels of education. Because of this, ICT has been introduced for the first time in HSSP. The Stipend money and other facilities are gradually being distributed among Higher Secondary students all over Bangladesh through mobile banking. As a result, the students can receive stipend money at anytime from anywhere. Bank officials, Institution's head, Upazila secondary education officers and other related persons can perform their work in no time and can save their working hours.

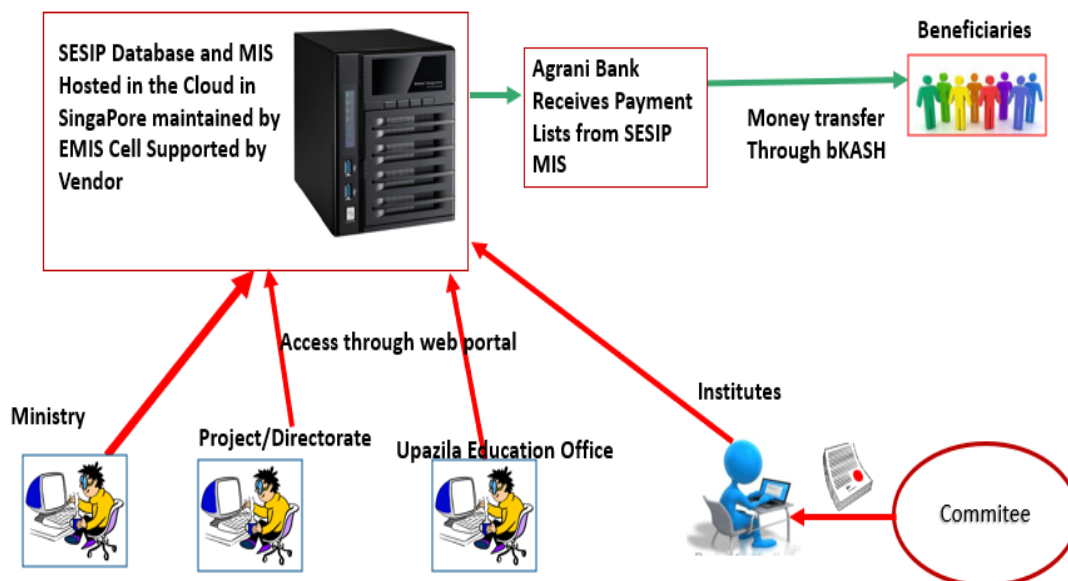
2.2.11.2 Coverage of Functional Areas

Functional Area	Coverage	Comments
Beneficiary Identification	3	Deployed.
Data Management	3	Deployed.
Payments/Benefits Transfer	2	In-Development.
Grievance Redress	2	In-Development.
Co-responsibility Management	1	Planned.
Monitoring and Evaluation	2	Monitoring implemented via reports.

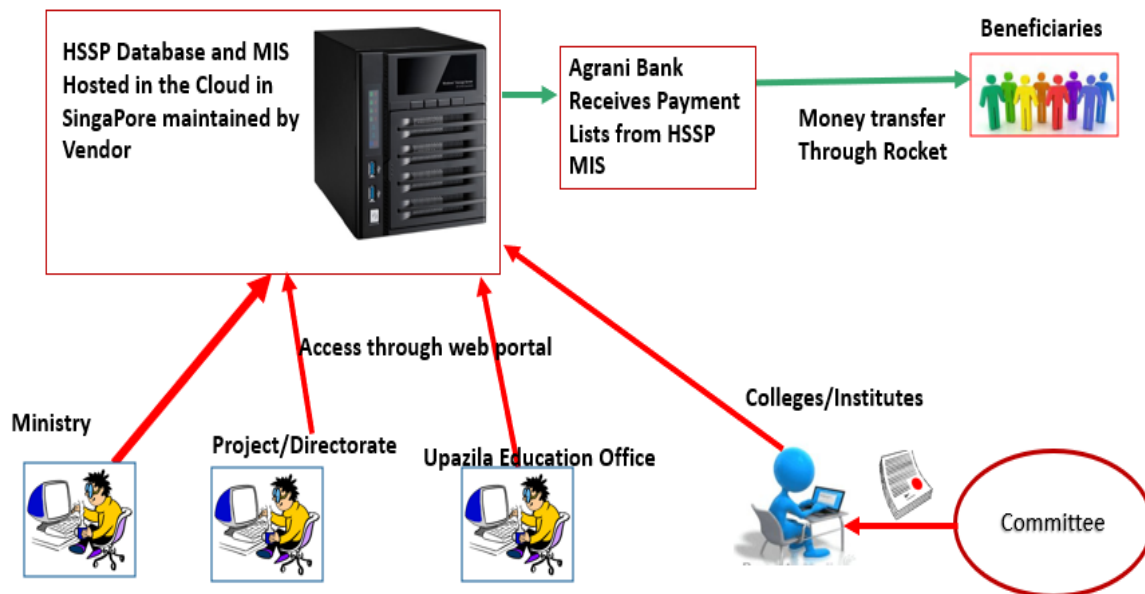
Linkages to other MISs



SESIIP MIS AND DATA DIGITISATION CURRENT PROCESSES



HSSP MIS AND DATA DIGITISATION CURRENT PROCESSES



2.2.12 Department of Primary Education (DPE) - PESP

2.2.12.1 Overview

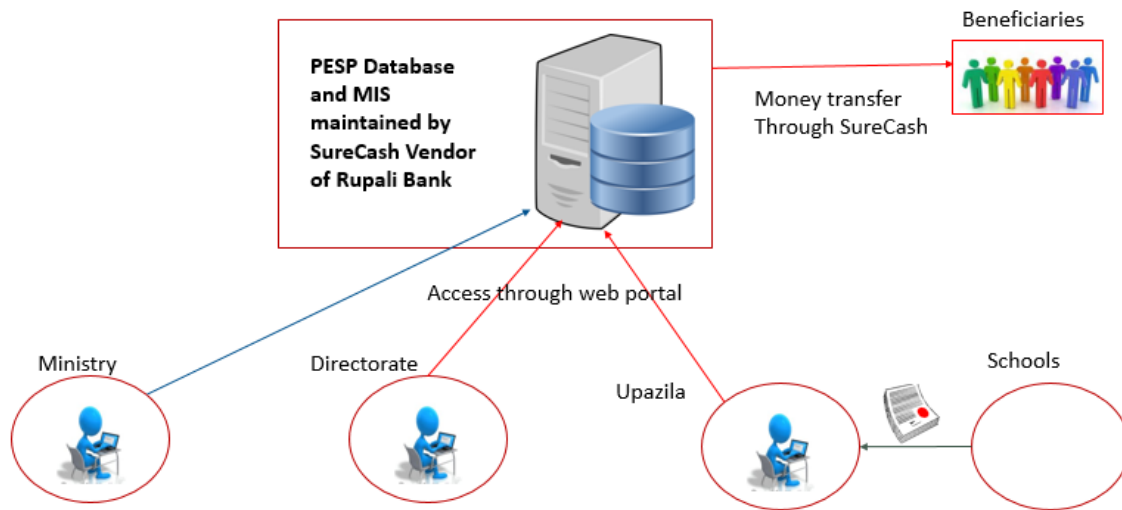
The assessment of the database and the MIS for PESP was performed by the MSL team. The outcome of the assessment conducted is as follows:

- PESP through the Technology Service Provider (TSP) Vendors of SureCash of Rupali Bank have digitized approximately 13 million beneficiaries' data and developed an MIS for managing these data.
- The database also captures the scanned copies of the applications of the beneficiaries along with the NID Numbers of the Mother / Guardian.
- The digitized data as well as the MIS for PESP is stored at the server of the Vendor (SureCash).
- The contract signed between Rupali Bank and Ministry of Education states that Rupali Bank should install back up databank / stores at the Directorate of Primary Education. However, the condition of having the backup of the data has not been fulfilled till date as a result of which the DPE / PESP has largely to depend on Rupali Bank and its TSP (SureCash) for managing the stipend program.

2.2.12.2 Coverage of Functional Areas

Functional Area	Coverage	Comments
Beneficiary Identification	1	Planned.
Data Management	1	Planned.
Payments/Benefits Transfer	1	Planned.
Grievance Redress	1	Planned.
Co-responsibility Management	1	Planned.
Monitoring and Evaluation	1	Planned.

2.2.12.3 Linkages to Other MISs

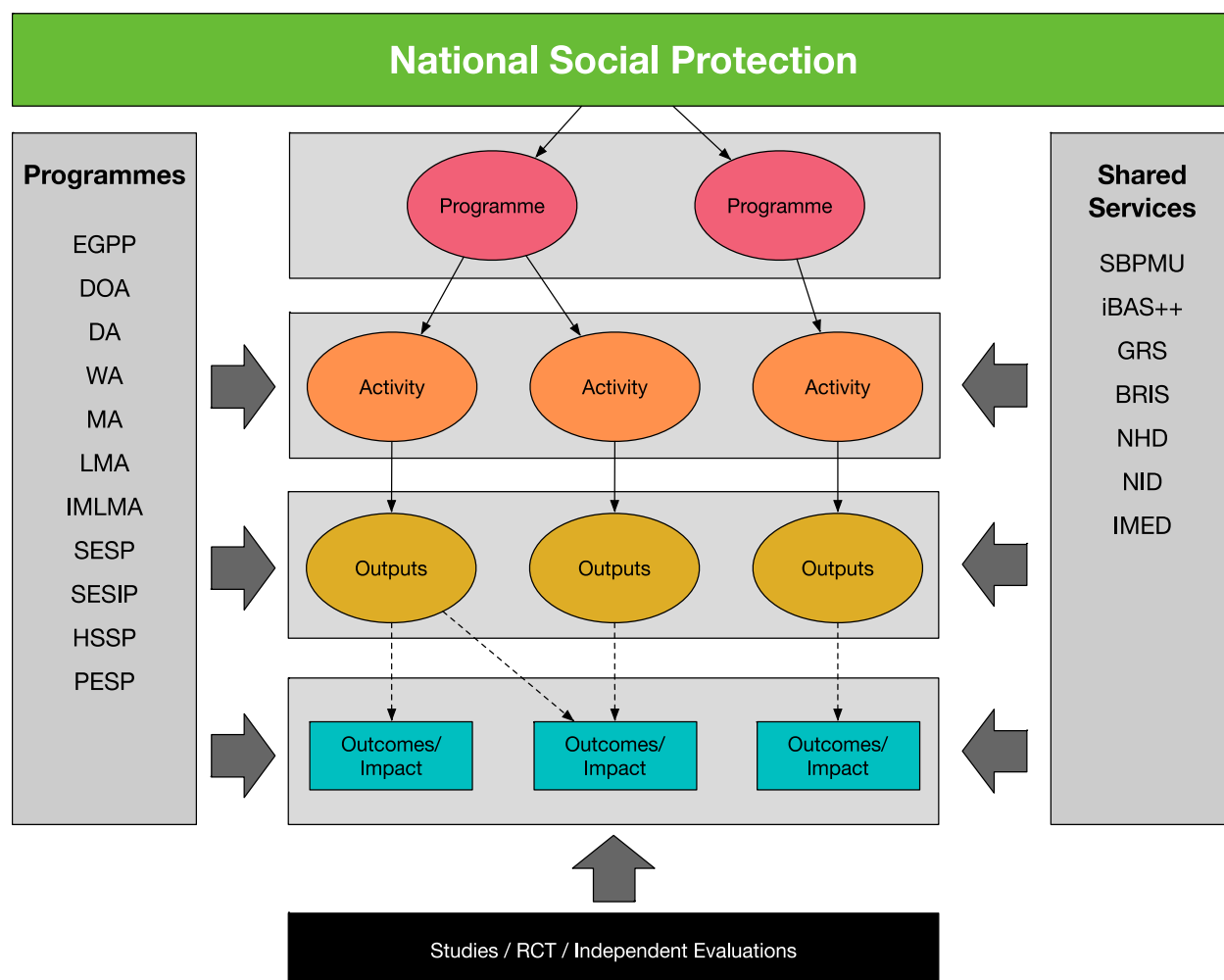


3 Roadmap and Proposed Design of the NSP MIS

This section presents our proposal for the development of a National Social Protection MIS. In summary the following are discussed in this section:

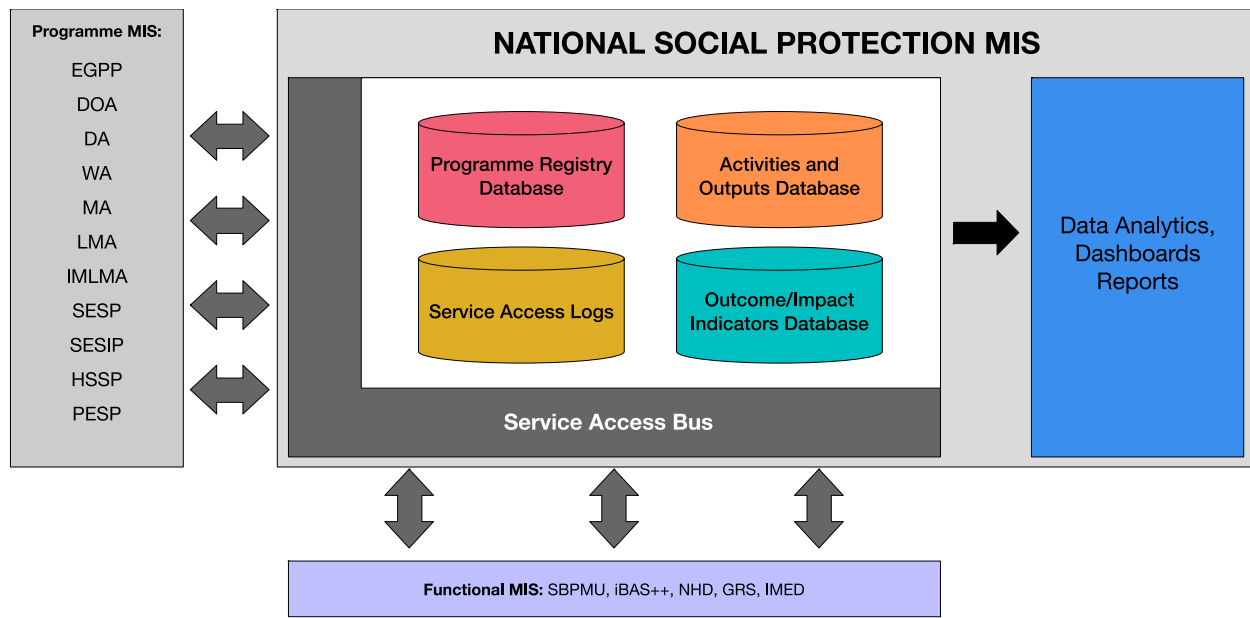
1. Recommendations on how to move forward according to the NSSS mandate, while adding value to the ongoing reform commitment and building on the latest progress in this area:
2. Suggested vision and prioritization of actions.
 - a. Road map in terms of integrating other components (Social Registry, GRS) and key options in terms of information system architecture and institutional set-up (including opportunities and challenges for each).
3. Recommendations on the improvements necessary on the systems and/or processes in line with the best international practices of implementing cash transfer program of similar scale and nature in the region.
4. Provide a proposal on the best model for the NSP MIS based on international implementations designs in other countries in the World.
5. Developing the roadmap to implementation of NSP MIS.

3.1 Context - National Social Protection 'Result Chain'



- The 'Result Chain' describes how various **programmes** contribute to the achievement of overall goals of the NSSS.
- Programmes perform **activities** and produce **outputs** that lead to the realization of outcomes/impact.
- **Shared Services** provide support to programmes in the execution of some of their **activities**. Eg. Beneficiary Identification, Grievance redress, etc.
- Independent studies, RCTs and evaluations can additionally be used to verify **outcomes** and **impact** at a National Level.

3.2 National Social Protection MIS - Conceptual Overview



3.3 Components of the NSP MIS

3.3.1 Programme MIS

- These are the specific MISs of the various programmes.
- These programmes MISs will be run autonomously, but take advantage of **shared services** provided by the functional MISs to **reduce duplication of cost and effort**.
- Additionally, each programme MIS will be required to send **update notifications** to the NSP MIS of **planned activities, executed activities and outputs**.
- The way in which each programme MIS will interact with the NSP MIS will follow a specific, unique design.

3.3.2 Functional MIS

- These are the MISs that provide services that can potentially be used by the various programmes.
- Each functional MIS will be required to send *relevant* update notifications to the NSP MIS of planned activities, executed activities and outputs.
- The way in which each functional MIS will interact with the NSP MIS will follow a specific, unique design.

3.3.3 Service Access Bus

- This will be implemented as a secure online web service to provide access to functionality provided by the functional MISs as well as send update notifications to the NSP MIS.
- Data will flow in the bus in both directions, to and from the Programme MISs.

- All requests and responses between programme and functional MISs will go through the NSP MIS.
- All requests and responses that flow through the Service Access Bus will be logged in the NSP MIS.

3.3.4 NSP MIS Databases

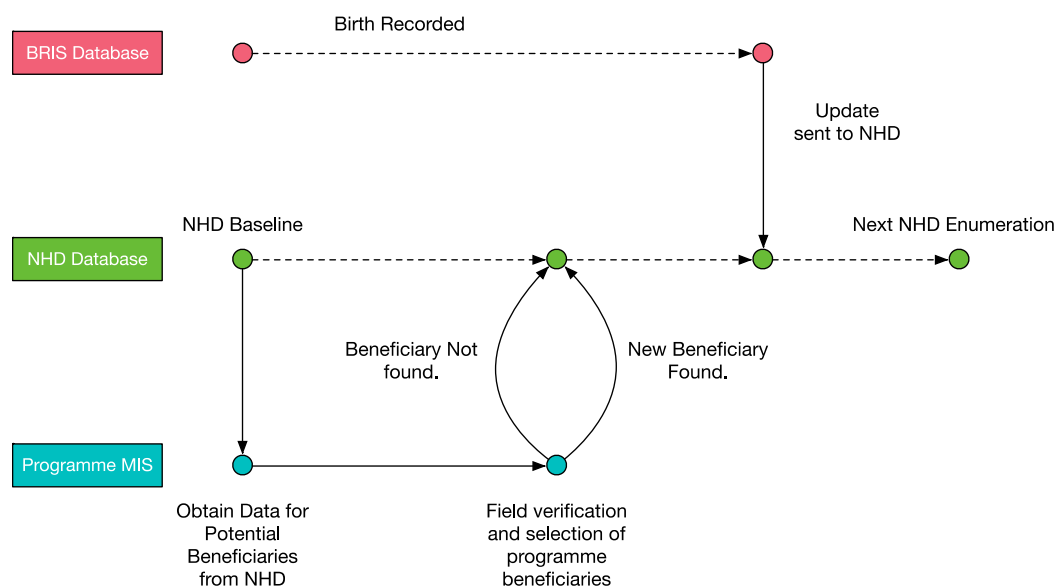
- **Programme Registry Database** – This database will maintain records of beneficiaries enrolled into each programme.
- **Service Access Logs** – This database will maintain records of all requests and responses from the Service Access Bus.
- **Activities and Outputs Database** – This will store all planned and executed activities, and associated outputs.
- **Outcome/Impact Indicators Database** – This will store all monitoring and evaluation data received.

3.3.5 Data Analytics, Reports and Dashboards

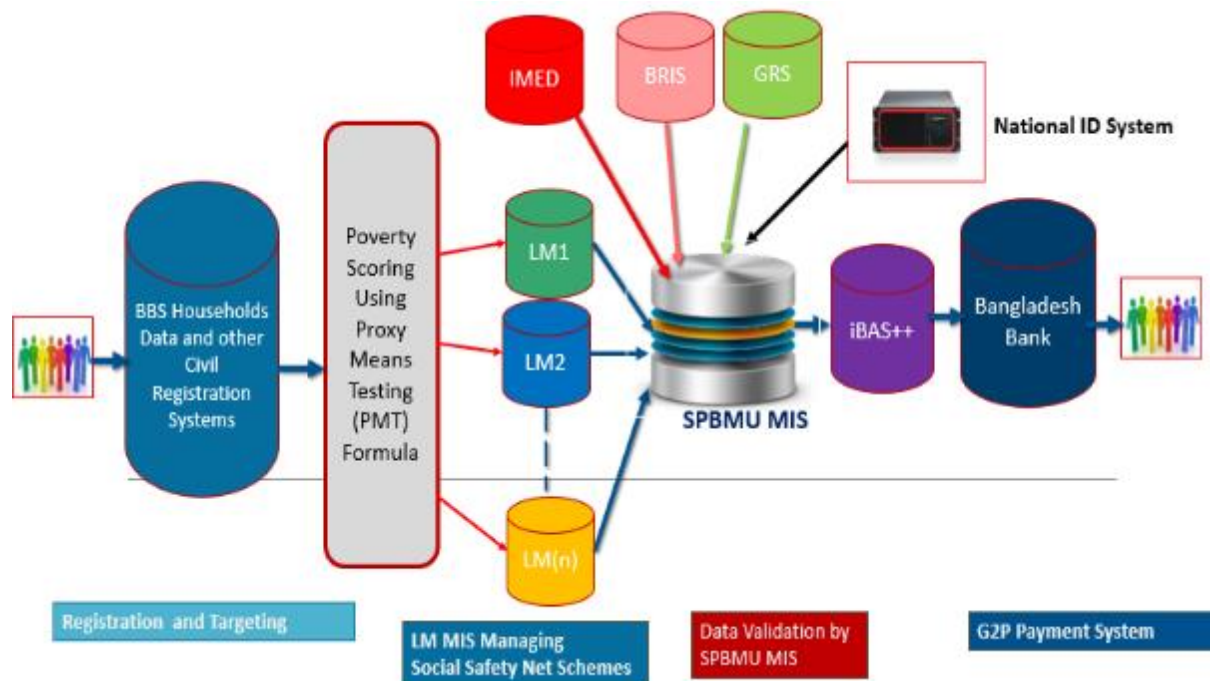
- This component of the NSP MIS will provide the functionality for data analysis.
- This component will also produce the dashboards and reports for visualizing and communication NSP results.

3.4 Example usage

3.4.1 Programme MIS interaction with NHD



3.4.2 Example of proposed implementation of NSP MIS where Social Registry, Integrated Beneficiaries Registry and other databases linked to G2P Payment System

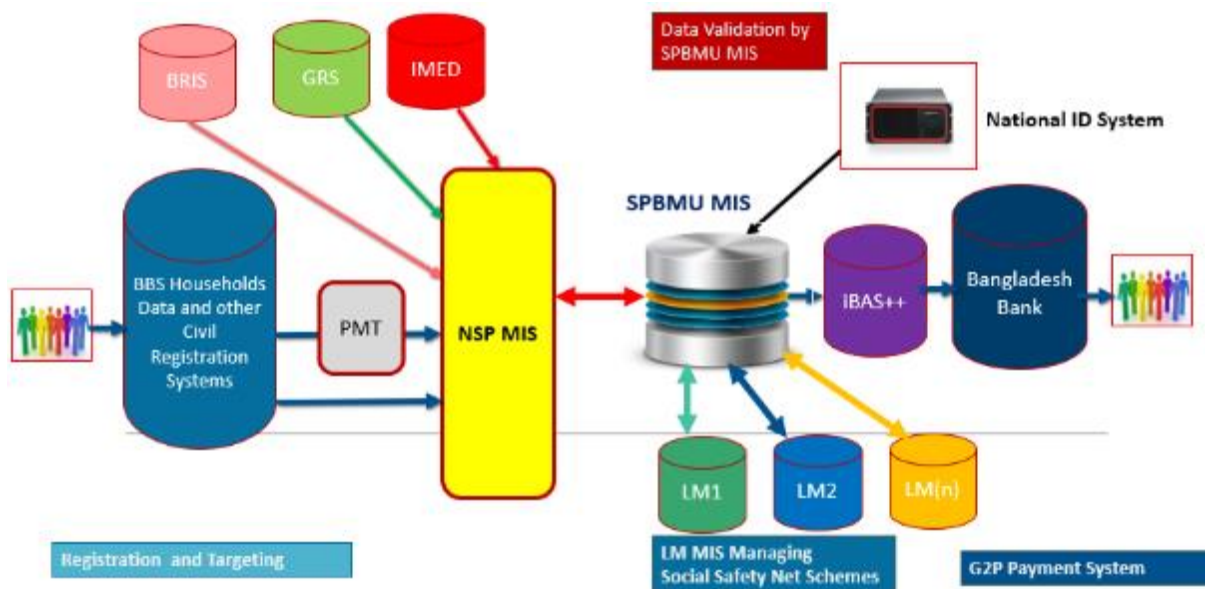


In this model, the Line Ministries Social Safety Net MISs proposed to be connected to BBs Household database to access data of Potential poor Households and individuals after Proxy Means testing. The LMs would then use the poverty data from BBS NHD to select their beneficiaries based on other selection criteria approved by the LMs.

Once the beneficiaries are selected and stored in LMs MIS databases, the LMs MISs to be linked with SPBMU MIS at FD for automatic data transmission. The SPBMU MIS in this case will function both as an Integrated Beneficiary's Registry Database as well as the G2P Payment data validation tool which is linked to Bangladesh Bank through iBAS++. In addition to this, other systems like GRS, BRIS, IMED could also be linked to SPBMU MIS (Integrated Beneficiaries Database) and be accessed by the LMs MISs through the SPBMU MIS. In this model BBS NHD acts as the Social Registry while SPBMU MIS functions as the Integrated Beneficiaries Registry and G2P Payment Gateway for all Safety Net programs.

This model of implementation will only require linking the different MISs and building capacities of others like SPBMU MIS but will not necessarily require creation of another a separate NPS MIS. This could become a reality if all the stakeholders come up with policy decisions that stipulates common data sharing protocols between the different systems as well as linkage of the different MISs. The role of CVRS in the whole setup would be determined after receiving enough, accurate and concrete information elicited from the Cabinet Division during the assessment.

3.4.3 Another example of proposed implementation where NSP MIS Enterprise Bus linking Social Registry, Integrated Beneficiaries Registry and other databases payment through G2P Payment System



In this model, NSP MIS will be developed as a universal enterprise bus linked to BBS, BRIS, GRS, IMED, CVRS and SPBMU MIS among other GoB MISs through web Application Programming Interfaces (API).

In this design model, all the Line Ministries Social Safety Net MISs will be linked to SPBMU MIS but will still get poverty targeting data from BBS Household database via NSP MIS APIs through SPBMU MIS. The LMs would then use the poverty data from BBS NHD to select their beneficiaries based on other selection criteria approved by the LMs and the selected beneficiaries will then be transmitted to SPBMU as the Integrated Beneficiaries Registry. So, in this model, LMs MISs will not be directly linked to NSP MIS but will have access to poverty targeting data through SPBMU MIS. LMs will also access all the other databases like GRS, BRIS, IMED through SPBMU MIS which will in turn access the databases through NSP MIS bus.

The SPBMU MIS in this case will function both as an Integrated Beneficiary's Registry Database as well as the G2P Payment data validation tool which is linked to Bangladesh Bank through iBAS++ but will access the other databases such as GRS, BRIS, IMED through NSP MIS enterprise bus. The BBS NHD will still act as the Social Registry while SPBMU MIS functions as the Integrated Beneficiaries Registry and G2P Payment Gateway for all Safety Net programs.

This model of implementation will require developing NSP MIS enterprise bus which will be a collection of web APIs but may not necessarily have a database. It will also require building capacities of other MISs like SPBMU MIS to create a sustainable Integrated Beneficiaries Registry. This implementation could be

realised if all the stakeholders come up with policy decisions that stipulates creation of NSP MIS enterprise bus, common data sharing protocols between the different systems as well as linkage of the different MISs to the NSP MIS. The role of CVRS in the whole setup would be determined after receiving enough, accurate and concrete information elicited from the Cabinet Division during the assessment.

4 Meetings and Consultations

#	Organization	Date	Attendees	MSL Attendance
1	BBS - NHD	18/06/2019	Md. Shafiul Alam Additional Secretary Engr. C. S. Roy Senior Maintenance Engineer-IT Mohammad Hedayatul Hasan System Engineer	William E. Sam Team Leader Justus Otieno Oguna MIS & IT Adviser Faisal Abdul Kadir MIS Specialist Md. Sohag Miah Research Officer
2	IMED - PMIS	19/06/2019	Md. Kamrul Islam Deputy Director Md. Abdul Based IT Consultant	William E. Sam Team Leader Faisal Abdul Kadir MIS Specialist Md. Sohag Miah Research Officer
3	BBS - NHD	20-06-2019	Md. Shafiul Alam Additional Secretary Mohammad Hedayatul Hasan System Engineer	William E. Sam Team Leader Faisal Abdul Kadir MIS Specialist Md. Sohag Miah Research Officer
4	CD - Civil Registration and Vital Statistics	20/06/2019	Md. Moyeen Uddin CRVS Country Coordinator Shah Ali Akbar Ashrafi CRVS Country Coordinator	William E. Sam Team Leader Faisal Abdul Kadir MIS Specialist Md. Sohag Miah Research Officer
5	NID Database, Bangladesh Election Commission	06-0-2019	Mr. Saiful Haque Chowdhury Deputy Chief	Justus Otieno Oguna MIS & IT Adviser Md. Sohag Miah Research Officer
6	LGD - Birth Registration Information System	20/06/2019	Manik Lal Boneyq Registrar General (Additional Secretary) Muhammad Masbahul Alam Deputy Registrar General (Joint Secretary) Waliul Hasan System Analyst (IT Consultant)	William E. Sam Team Leader Faisal Abdul Kadir MIS Specialist Md. Sohag Miah Research Officer
7	a2i - Grievance and Redress System and other MISs and Databases	01/07/2019	Mohammad Arfe Elahi Chief Technology Officer Monzur Ahmed National Consultant Enterprise Architecture Support Mohammad Raihanul Hoque National Consultant - Business Analyst	Faisal Abdul Kadir MIS Specialist Md. Sohag Miah Research Officer

			Md. Mahmudur Rahman Results Management Officer	
8	UNICEF	08/07/2019	Ms. Hasina Begum Social Policy Expert	Md. Sohag Miah Research Officer
9	LGD - Birth Registration Information System	14/07/2019	Fahmida Shereen Programmer Birth Registration Information System (ORG)	Md. Sohag Miah Research Officer
10	LGD - Birth Registration Information System	25/07/2019	Fahmida Shereen Programmer Birth Registration Information System (ORG)	Md. Sohag Miah Research Officer
11	LGD - Birth Registration Information System	28/07/2019	Waliul Hasan System Analyst (IT Consultant)	Md. Sohag Miah Research Officer
12	IMED - Project Management Information System	28/07/2019	Md. Kamrul Islam Deputy Director	Md. Sohag Miah Research Officer
13	a2i - Grievance and Redress System and other MISs and Databases	28/07/2019	Mohammad Raihanul Hoque National Consultant - Business Analyst Md. Mahmudur Rahman Results Management Officer Saikot	Faisal Abdul Kadir MIS Specialist Md. Sohag Miah Research Officer
14	LGD - Birth Registration Information System	30/07/2019	Fahmida Shereen Programmer Birth Registration Information System (ORG)	Md. Sohag Miah Research Officer
15	CD - Civil Registration and Vital Statistics	30/07/2019	No was there Collected documents	Md. Sohag Miah Research Officer
16	IMED - Project Management Information System	30/07/2019	Md. Kamrul Islam Deputy Director	Md. Sohag Miah Research Officer
17	LGD - Birth Registration Information System	04/08/2019	Fahmida Shereen Programmer Birth Registration Information System (ORG)	Md. Sohag Miah Research Officer
18	LGD - Birth Registration Information System	20/08/2019	Fahmida Shereen Programmer Birth Registration Information System (ORG)	Md. Sohag Miah Research Officer
19	NID Database, Bangladesh Election Commission	20/08/2019	Mr. Saiful Haque Chowdhury Deputy Chief Mr. Md. Abdul Baten Director (Operations)	Md. Sohag Miah Research Officer

20	IMED - Project Management Information System	25/08/2019	Md. Kamrul Islam Deputy Director	Md. Sohag Miah Research Officer
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Assessment and Road Map Report

Situation Assessment for Establishing a National Social Protection Management Information System in Bangladesh

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