

Alleviating Poverty, Protecting the Vulnerable & Ensuring Productive Inclusion



ANNUAL REPORT

2017-2020



**PUNJAB SOCIAL
PROTECTION AUTHORITY**
GOVERNMENT OF THE PUNJAB



ANNUAL REPORT 2017-2020

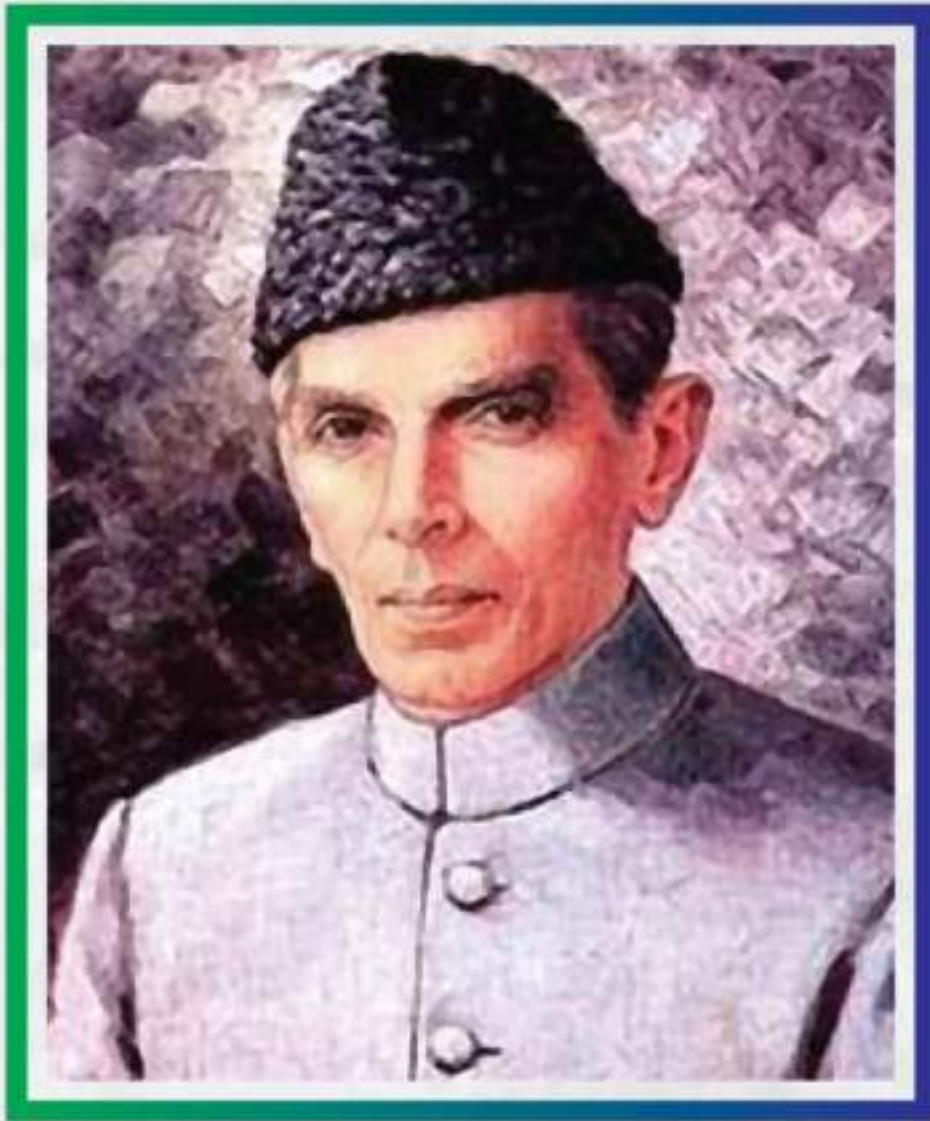


Punjab Social Protection Authority
Government of the Punjab





شروع اللہ کے نام سے جو بڑا مہربان نہایت رحم کرنے والا ہے



QUAID-E-AZAM MUHAMMAD ALI JINNAH
Father of the Nation

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ABBREVIATIONS

ADP	Annual Development Plan	PCSW	Punjab Commission on the Status of Women
ANC	Anti-natal Care	PEF	Punjab Education Foundation
BHU	Basic Health Unit	PEEF	Punjab Education Endowment Fund
BID	Business Intelligence Board	PESRP	Punjab Education Sector Reform Program
BISP	Benazir Income Support Program	PESSI	Punjab Employees Social Security Institution
BOP	Bank of Punjab	PHCIP	Punjab Human Capital Investment Project
BVS	Biometric Verification System	PHFMC	Punjab Health Facilities Management Company
CCT	Conditional Cash Transfer	PHIMC	Punjab Health Initiative Management Company
CFSCs	Citizen Facilitation and Service Centers	PITB	Punjab Information Technology Board
CL	Child Labour	PMIU	Program Monitoring and Implementation Unit
CNIC	Computerized National Identity Card	PMT	Proxy Means Test
CODI	The Core Diagnostic Instrument	PRSP	Punjab Rural Support Program
ECE	Early Childhood Education	PSPA	Punjab Social Protection Authority
FCDO	Foreign, Commonwealth & Development Office	PSPR	Punjab Social Protection Registry
GRS	Grievance Redressal System	PVTC	Punjab Vocational Training Council
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (The German Federal Enterprise for International Cooperation)	PWDs	People with Disabilities
GRM	Grievance Redressal Mechanism	PSIC	Punjab Small Industries Cooperation
H&N	Health and Nutrition	PSSB	Punjab Social Services Board
ICD	Information Culture Department	PWD	Person with Disability
IEC	Information, Education & Communications	PWWB	Punjab Workers Welfare Board
ILO	International Labour Organization	PYEP	Punjab Youth Employment Pilot
IRMNCH &NP	Integrated Reproductive Maternal, Neonatal, child health and Nutrition Program	RISE	Responsive Investment for Social Protection & Economic Stimulus
JD	Job Description	SA	Social Assistance
L&DD	Livestock & Dairy Development	SDPI	Sustainable Development Policy Institute
LHRD	Labour & Human Resource Department	SED	School Education Department
LHV	Lady Health Visitor	SIM	Subscriber Identity Module
LOA	Letter of Agreement	SP	Social Protection
M&E	Monitoring & Evaluation	SPI	Social Protection Index
MIS	Management Information System	SPO	Service Providing Organization
MOU	Memorandum of Understanding	TGPs	Transgender Persons
NADRA	National Database and Registration Authority	UCT	Unconditional Cash Transfer
NGOs	Non-Government Organizations	WFP	World Food Program
NRSP	National Rural Support Program	WINGS	Women's Income Growth and Self-reliance Program
NSER	National Socio-Economic Registry	ZTP	Zewar-e-Taleem Program
OXFAM	Oxford Committee for Famine Relief		
P&D	Planning and Development		

FOREWORD

Consolidated three years annual report from July 2017 till June 2020 offers a holistic picture of what the authority has accomplished at PSPA. The Authority has been able to design and roll out the Unconditional Cash Transfer Program, followed by graduation Programs namely Income Generation Programs for persons with disabilities (PWDs). Under the Unconditional Cash Transfer Program for PWDs, over 63,719 persons with disabilities, who are unable to work are currently drawing Rs 2,000 each month and the disabled persons who are able to work, are drawing Rs 1,500 each month. The lowest-income people with disabilities and children involved in bonded labour were the first beneficiary groups of this Program, following which the PSPA launched Zewar-e-Taleem Program thereby extending educational stipends of Rs.1,000 per month to nearly 571,313 elementary and secondary school-girls.

The Authority was constituted with the mandate to formulate social protection policy for the province, to consolidate and coordinate all social protection initiatives, to ensure equitable allocation of resources, to formulate policies for effective and efficient mechanisms, to formulate and execute policies for social protection covering food, education, health, social assistance, social inclusion and labour market regulations and to conduct research and formulate proposals for new interventions and to monitor existing social protection Programs, etc.

PSPA has developed a comprehensive plan to launch Punjab Ehsaas Program designed on the model of the national Ehsaas program. It will aim to expand Human Development and Social Protection in Punjab drastically so that poverty eradication, economic empowerment of women and better health and education outcomes could be achieved. It will include current PSPA's programs as well as new programs worth over Rs. 62 billion, aimed at filling many coverage gaps in social protection.

PSPA works as a team to overcome challenges. This report speaks of the diligence and dedication with which all PSPA team members have worked. We owe gratitude to our partners and look forward to bolstering our collaboration with them in the interest of positive change to the lives of the poor, the vulnerable and the marginalized as we pursue the institution of a robust social protection regime in Punjab.

Benish Fatimah Sahi
Chief Executive Officer
Punjab Social Protection Authority



MESSAGE FROM CM PUNJAB/ CHAIRPERSON, PSPA

People of the Punjab have a dream of a society where structural factors perpetuating poverty are stifled, a society where people are protected against the risks to personal well-being, and a prosperity of society which is anchored in high levels of human capital. I see our government as an institutional mechanism to transform this dream into a reality and the Punjab Social Protection Authority is working day & night to achieve that destination. Special initiatives taken by Punjab Social Protection Authority is an embodiment of our commitment towards upending the elite capture and making the government work for poverty elimination and mainstreaming of the marginalized people.

The economy of Pakistan and the Punjab is wading through the turbulent waters. As the adage goes, extraordinary circumstances require extraordinary measures. We have had a legacy of poor economic management where long-term development was sacrificed at the altar of short-term, often purely political, goals. Our approach to economic development is diametrically opposite. Our government will, on the one hand, take care of immediate consumption needs, while, on the other hand, we will ensure that the focus remains on long-term improvements in the human and social capital of the people of the Punjab.

We need to adopt a rights-based approach to social protection. This approach makes social protection a human right, not a matter of charity, kindness or compassion. This means that human rights principles of equality and non-discrimination, participation, transparency, and accountability should be applied in the design, implementation, monitoring and evaluation of social protection systems. Social protection also contributes to the realization of several other human rights, such as the right to a decent standard of living, the right to education and to the highest attainable standard of health.

I take this opportunity to promise that our frugality with the provincial exchequer will not affect our commitment to the cause of social protection.

Sardar Usman Ahmed Khan Buzdar
Chief Minister, Punjab
Chairperson, Punjab Social Protection Authority



MESSAGE FROM VICE CHAIRPERSON, PSPA

In order to create a comprehensive social protection system in Punjab, the provincial government has a mission to ensure that by 2025 all citizens in Punjab province have a secure livelihood and access to suitable social protection interventions to protect them from falling below a socially acceptable living standard. It envisions a society whose members enjoy a good quality of life, and are able to pursue their personal, social and economic development. Punjab has aligned itself with Global Sustainable Development Goals, with an objective to overcome inequalities and achieve social inclusion so that prosperity is shared by all segments of the society.

The social protection regime in Punjab aims to reduce poverty and inequality in the province, enhance resilience of vulnerable groups confronted with economic shocks, create opportunities for upward social and economic mobility, promote gender equality and enhance social cohesion by mainstreaming the poor, vulnerable and marginalized individuals. We hope to achieve these strategic objectives through multiple policy instruments and social protection Programs designed and implemented by the Punjab Social Protection Authority, the pioneering social protection body in Pakistan.

In accordance with the Prime Minister's vision of EHSAAAS programs, Punjab Social Protection Authority has been entrusted with the responsibility to roll out multiple interventions for social protection of the vulnerable groups in Punjab. I feel privileged to narrate that these Programs would be the first step towards the realization of Prime Minister Imran Khan's vision for transforming Pakistan into a welfare state like Madina Munawrah, where vulnerable groups such as elderly, widows and the poor were taken care of. It is also the fulfilment of PM's promise for introducing a system that is for the masses and where all welfare will be for the common people.

To achieve the objective, the provincial government is making strenuous efforts to reduce poverty, inequality and vulnerability by implementing various social protection projects and programs. Notwithstanding the enormous progress made in poverty reduction in the province, Government of the Punjab remains committed to provide different populations and regions with access to basic services. This commitment is reflected in broadening the scope of social protection portfolio to address needs of people.

Ali Asjad Malhi
Vice Chairperson
Punjab Social Protection Authority,
Government of the Punjab



EXECUTIVE SUMMARY

Punjab Social Protection Authority in its five-year journey has taken many initiatives by targeting the poor and vulnerable for providing them with financial/in-kind assistance unconditionally as well as conditionally to incentivize positive behavioural changes. Besides, it is working to streamline social protection system in the Punjab.

PSPA has provided cash assistance over 730,085 beneficiaries through three different conditional and unconditional cash transfer and asset transfer programs. Programs namely Zewar-e-Taleem, people with disabilities and Brick Kiln Program.

Around 67,069 persons with disabilities (PWDs) are being financially assisted. The benefit amount is Rs. 1500 per month for the able-to-work PWDs and Rs. 2,000 per month to the PWDs who are unable to work. Potential beneficiaries are identified from National Socio-Economic Registry (NSER) database and households with Poverty Means Test Score up to 20 are targeted for registration. The PSPA Board has accorded approval to expand the program's outreach to more beneficiaries by increasing threshold of PMT up to 30. The Beneficiaries, who are incapacitated and unable to take up work owing to serious disability, illness or age are being given a long-term unconditional cash assistance. The remaining employable persons are being mobilized for skill building, internships, and micro-loans. This unconditional cash transfer Program provides exit/ graduation for the persons with disabilities who are able to work by offering Interest-Free Loans

In order to reduce the prevalence of child labour from brick kiln, a Conditional Cash Transfer Program (CCT) was launched with the name of Brick Kiln Program in collaboration with Labour & Human Resource Department (LHRD) and School Education Department (SED). Under Zewar-e-Taleem Program, a conditional cash transfer is being provided to the guardians of girls of secondary-school age for girls' enrolment in public sector secondary schools in 16 districts of Punjab with low literacy rate in girls.

PSPA has taken initiative to assist financially vulnerable artists in the Punjab in recognition of their services to the society. Information and Culture Department (ICD) invited applications from artists belonging to 10 selected fields who have served the industry for more than 25 years. After shortlisting and data validation, ICD in collaboration with PSPA organized orientation of their focal persons from divisional art councils. The purpose of the orientation was to make the focal persons aware of the whole process of registration and the role of ICD, PSPA and its service providers for quarterly disbursement of unconditional cash to the accounts of beneficiaries.

Another initiative of PSPA was to chalk down unconditional cash transfer (UCT) program for the transgender persons. PSPA was also entrusted with drafting the TG policy by Supreme Court. PSPA drafted Transgender Persons Welfare Policy after wide-ranging consultations with all stakeholders. The UCT for the transgender persons is being planned to be launched. PSPA also collaborated with all the provinces for participating in a seminar on the rights and welfare of Transgender Persons.

In accordance with the Prime Minister's vision of EHSAAAS programs, Punjab Social Protection Authority has been entrusted with the responsibility to roll out multiple interventions for social protection of the vulnerable groups in Punjab. Government of the Punjab is now launching Ehsaas-Punjab built on the model of the national Ehsaas program. It will aim to expand Human Development and Social Protection in Punjab drastically so that poverty eradication, economic empowerment of women and better health and education outcomes could be achieved. Ehsaas-Punjab will be spearheaded by the Punjab Social Protection Authority (PSPA). It will include current PSPA's programs as well as new programs worth over Rs. 62 billion, aimed at filling many coverage gaps in social protection. These programs include Ba-himmat Buzurg Program, Masawaat Program for Transgender Persons, Nai Zindagi Program for Acid Attack Victims, Sarparast Program for Poor Widows & Orphans, Khiraj-ush-Shuhada Program and Humqadam Program.

PSPA is also collaborating with its international development partners to launch two major Programs: Foreign, Commonwealth & Development Office (FCDO) supported Women's Income Growth and Self-reliance Program (WINGS) and World Bank-supported Punjab Human Capital Investment Project (PHCIP).

WINGS will support transition of poorest women from social protection to sustainable livelihoods, prosperity and self-reliance in the Punjab province. It will partner with the Provincial Government to develop government-led systems, delivery channels and policy reforms for women's economic empowerment, and enabling the female beneficiaries of social safety nets to engage in income-generating activities, accumulate productive assets, have support to access social and financial services, and to stop extreme poverty. WINGS offering multiple options for productive assets that will be provided for women economic inclusion.

World Bank-supported PHCIP aims at improving access to and utilization of social services, leading to increased human capital investment and better livelihood opportunities for poor women and youth. It has three components: i) Improving maternal and child health and nutrition through Conditional Cash Transfer, ii) Productive Inclusion of Adolescence and Youth and iii) Social Protection Service Delivery Platform.

The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH is assisting the Government of Pakistan in strengthening the capacities of relevant stakeholders in the field of social protection. For the said



purpose GIZ conducted CODI study on social protection systems in collaboration with Punjab Social Protection Authority. The study has targeted research on six social protection initiatives in the province that includes Cash assistance for PWDs, Cash assistance for Brick Kiln Workers' children, CCT of BISP, Punjab Vocational Training Council (PVTTC) training scheme for development of youth, PM National Health Program, and Punjab Employees Social Security Institution (PESSI). Core Diagnostic Instrument (CODI) Assessment was based on ten parameters: inclusiveness; adequacy; appropriateness; respect for rights and dignity; governance and institutional capacity; financial and fiscal sustainability; coherence and integration; cost-effectiveness; and incentive compatibility.

PSPA has long list of achievements for technological upgradation of the Authority by establishment of a secure server room with redundant power backup, security and cooling requirements. PSPA has developed systems like Online PMT Checking System, H&N CCT Application Development, MIS system development for PSPA current project, Correction Portal for ZTP data, HR system for PSPA staff. MIS wing of PSPA has established connectivity with BOP for smooth payments. Proxy Means Testing Query System has also been developed using PMT 30 data obtained from NSER database. PSPA has also provided technical assistance related to concept design for the development of MIS for Social Protection initiatives to KP Government, Sindh Social Protection and Baluchistan Government.

INTRODUCTION

Background:

The World Bank carried out an expenditure review of social protection initiatives undertaken by various departments of Punjab in 2013. The report, titled "Punjab Social Sector Public Expenditure Review", revealed an annual expense of Rs. 60 billion in 2013 spent by these departments on social protection resulting in duplication of efforts and fragmentation of Programs. The report recommended creation of a social protection authority which would have the overarching responsibility of coordination and consolidation of all social protection initiatives. Accordingly, PSPA was created through Punjab Social Protection Authority Act passed by Provincial Assembly of Punjab on April 14, 2015. Through this legislation, the Punjab Social Services Board was subsumed into the PSPA.

The Government of Punjab established the PSPA with the mandate to establish a comprehensive, efficient and effective social protection system for the poor and vulnerable in the Punjab. PSPA is a broad-based, high-level institutional set-up, with the Chief Minister of Punjab as its Chairman. It has key government ministers and bureaucrats as its members, along with representatives of the Punjab Assembly and the civil society. It is well placed to lead the process of harmonizing the design, scope, and delivery of various social protection interventions in the province.

The Authority has been tasked to develop policies and frameworks for the effective discharge of social protection interventions in the province and to coordinate and consolidate existing Programs. As a statutory and a corporate entity, the authority's key role extends to policy-making and leadership to guide the design and delivery of SP initiatives within the province. For guiding principles and priority areas for Punjab in implementing various SP Programs, PSPA has drafted Punjab Social Protection Policy. The policy outlines the Government of Punjab's efforts to reduce poverty, inequality, and vulnerability in the province while promoting resilience and social & economic opportunities. The policy also complements the broader National Framework for SP Policy that was developed under the leadership of the Planning Commission with the intention of having a comprehensive and consistent set of policies to help Pakistan achieve poverty reduction and inclusive development. The PSPA Act 2015 defines SP as follows:

"All public and private initiatives that provide income or consumption transfers to the poor, protect the vulnerable against livelihood risks, and enhance the social status and rights of the marginalized with the overall objective of reducing the economic and social vulnerability of poor, vulnerable, and marginalized groups".

Social protection expenditure increased to Rs. 272 billion in FY 2016-17. Initially, Punjab Social Protection Authority Ordinance 2015 was promulgated by the Governor of Punjab on Jan. 27, 2015 which was subsequently passed after some amendments as an Act of Provincial Assembly of Punjab.



Functions

The Authority performs the following functions as envisaged in the PSPA Act 2015:

To formulate social protection policy for the Punjab in consultation with all stakeholders and synergize efforts to formulate the policy with the Federal Government, national and international institutions;

To consolidate and coordinate all public social protection initiatives through policy framework for each sector including Federal Government's initiatives;

To formulate policies and propose legislation for the welfare and benefit of the poor and vulnerable;

To formulate policies for the protection of legal rights of poor and vulnerable;

To ensure equitable allocation of resources in line with carefully identified objectives;

To prepare, store and disseminate data regarding eligible poor and vulnerable under various categories of poverty;

To evaluate performance of social sector programs;

To determine and notify eligibility criteria for assistance under social protection programs;

To formulate policies for effective and efficient mechanisms for relevant agencies and to evaluate performance of such agencies;

To formulate and execute policies for social protection which may include food, education, health, social assistance, social inclusion and labour market regulations;

To conduct research and formulate proposals for new interventions into the existing social protection programs and execute the same;

To prepare strategic reports that set out policies over a specified period to meet the targets for social protection;

To compile a set of common indicators which show how progress towards the goals of social protection is achieved;

To notify procedure for the identification, coverage and delivery mechanisms for the welfare beneficiaries;

To notify the disbursement procedures of the social interventions for each relevant Government department or agency;

To approve the budget of the Authority and to re-appropriate funds;

To evaluate and monitor the implementation of the decisions of the Authority;

To monitor existing social protection programs and recommend to the Government their reorganization, consolidation or amalgamation with other social protection programs in the interest of efficiency and utility

To designate regions for discharge of obligations under this Act and develop social protection framework for each region;

To oversee the establishment of social protection centers in each region to provide legal and social protection assistance and promote social awareness;

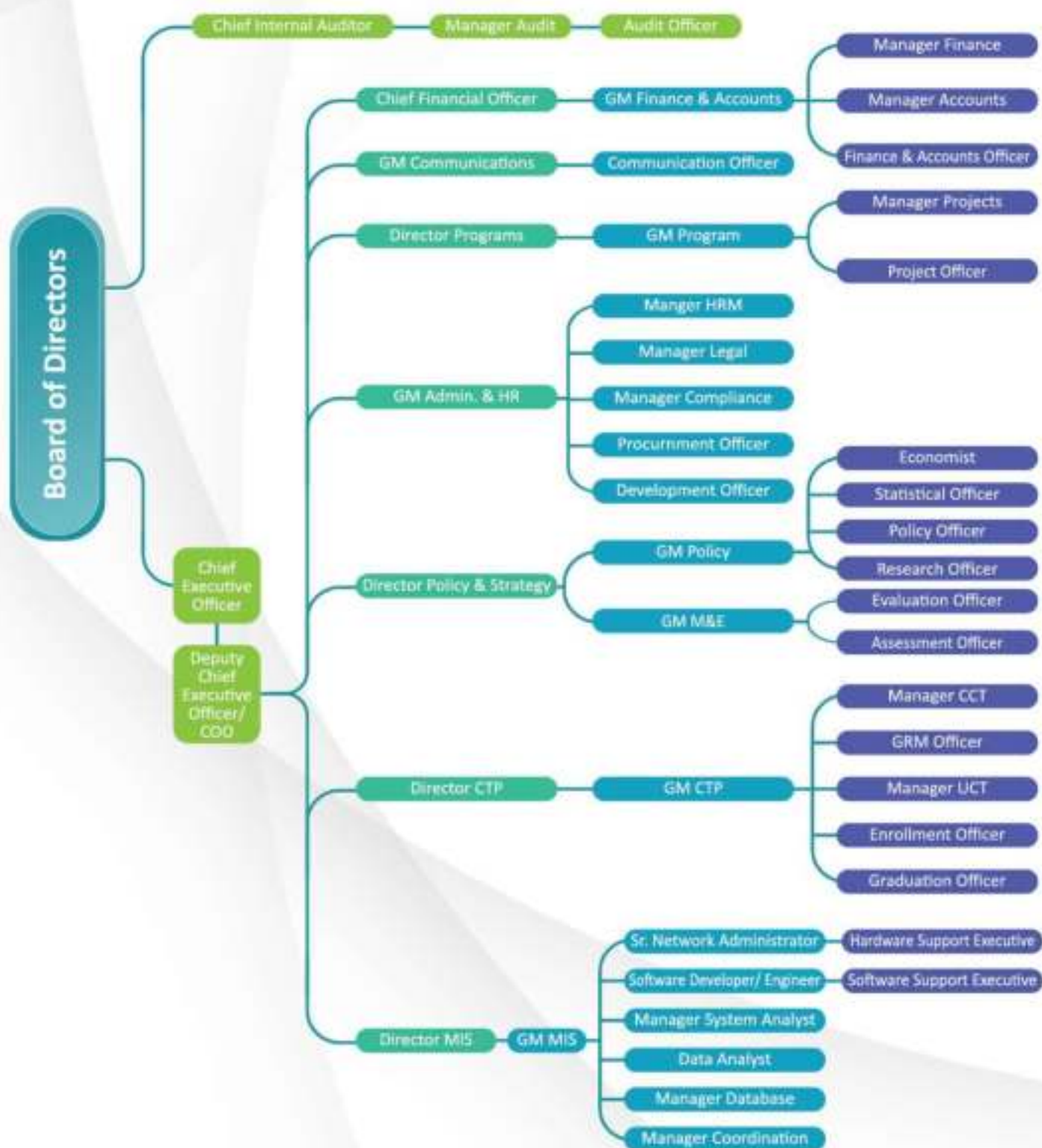
To engage any person or entity on contract basis to carry out assignments in accordance with the rules and regulations; and (v) any other function assigned to the Authority by the Government.

Board of Directors

	NAME	POSITION
1	Sardar Usman Ahmed Khan Buzdaar, Chief Minister, Punjab	Chairperson
2	Mr. Ali Asjad Malhi	Vice Chairperson
3	Dr. Yasmin Rashid, Minister for Health	Member
4	Mr. Samiullah Chaudhry, Minister for Food	Member
5	Mr. Mohammad Abdullah Warraich, MPA	Member
6	Mr. Mohammad Tariq Tararr, MPA	Member
7	Mr. Mohammad Muneeb Sultan Cheema, MPA	Member
8	Mr. Mian Shafi Mohammad, MPA	Member
9	Ms. Mussarat Jabeen, MPA	Member
10	Ms. Asia Amjad, MPA	Member
11	Additional Chief Secretary, Punjab	Member
12	Chairman, Planning & Development Board, Punjab	Member
13	Secretary Finance Department, Punjab	Member
14	Secretary, Social Welfare & Bait-ul-Mall, Punjab	Member
15	Secretary, Industries Department, Punjab	Member
16	Secretary, Women Development Department, Punjab	Member
17	Secretary, Zakat & Ushr Department, Punjab	Member
18	Secretary, Labour & HR Department, Punjab	Member
19	Chief Executive Officer, PSPA	Secretary/Member



Organizational Structure



SUMMARY OF BUDGET

Description of Budget	Type	2017-18	2018-19	2019-20
		<i>Rupees in Million</i>		
Operational	Non-Development	174.04	201.43	178.94
Financial Assistance Programs	Non-Development	2,390.00	3,981.67	3,604.81
	Development	500.00	100.00	3,000.00

OUR PROGRAMS

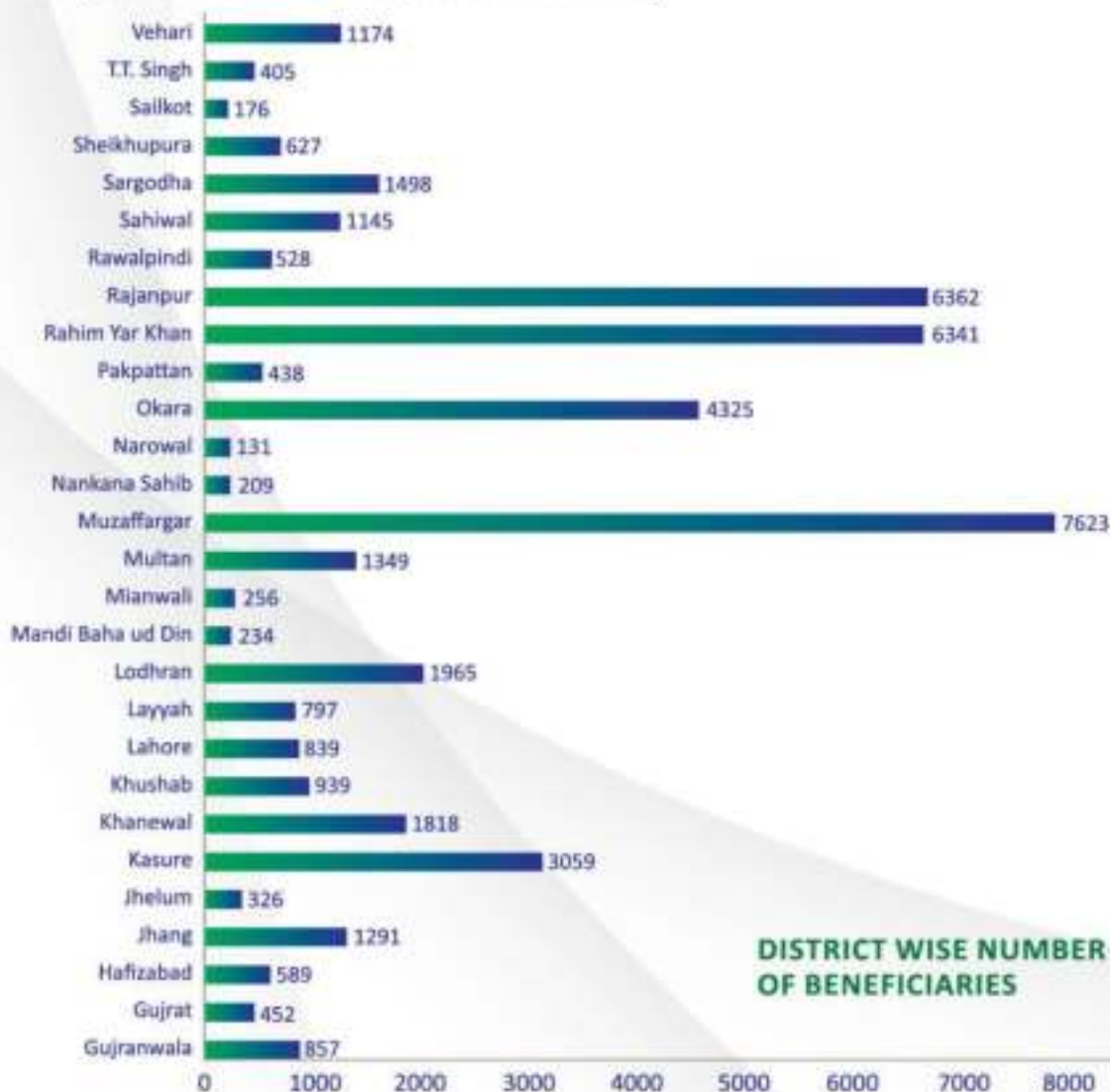
CASH TRANSFER PROGRAMS

Unconditional Cash Transfer Program for Persons with Disabilities

Unconditional Cash Transfer Program for Persons with Disabilities was the first ever initiative targeted towards the most vulnerable individuals indulged in a dual risk of being poor and disabled. The Program aims at not only addressing income and capacity gaps of the poor people with disabilities in Punjab and upgrading their livelihood but also equipping them with different technical trainings and interest-free loans to make them active members of the society.

The targeting mechanism used in this Program is the Proxy Means Test (PMT) score of 20 or below as per National Socio-Economic Registry (NSER) and certification of disability by Authorized Medical Assessment Boards.

The PSPA is providing Rs.2000/month for PWDs who are incapacitated or not able to work and Rs.1500/month for the PWDs who are able to work, as per the assessment of Medical Assessment Boards. The Program currently provides monthly cash assistance to over 63,697 disabled in Punjab.



**DISTRICT WISE NUMBER
OF BENEFICIARIES**

Silla-e-Funn Program

Punjab Social Protection Policy has identified income insecurity among the elderly and disabled as one of the key six challenges facing Punjab. Additionally, basic income security, for older persons is among the guarantees of the social protection floor under ILO recommendation 202 (2012). Pakistan is the only exception among comparable countries, where there is no social pension scheme for the elderly. Bangladesh, India and other regional countries started such schemes, back in the 1990s. Therefore, instituting a cash transfer program for the elderly is imperative to take responsibility for the elderly by the state.

Silla-e-Funn is an unconditional cash transfer program. Punjab Social Protection Authority will bridge the gap for elderly artists who have served in related field for more than 25 years, by launching Silla-e-Funn Program in all 36 districts of Punjab. It will provide dignified social pension for those elderly and needy artists, writers, poets and media persons of the Punjab who have made a notable contribution in their field such as Film, T.V, Literature, Poetry, Journalism, Theatre, Music, Painting, etc. Rs 5,000 per month will be provided to the artists above 50 years with monthly income below Rs. 15,000 having 25 years' experience of their field under unconditional cash transfer program.



Project Goal is to improve socio-economic wellbeing of the elderly and financially vulnerable artists of the Punjab who have made a notable contribution in their field. This Program is designed with the following objectives:

1. To improve the social inclusion of the poor elderly and financially vulnerable artists of the Punjab by providing them dignified social assistance
2. To improve the subsistence of poor elderly and needy artists
3. To reduce the economic dependency of poor elderly and needy artists on their social network



Zewar-e-Taleem Program:

Zewar-e-Taleem Program is the conditional cash transfer to the girl students enrolled in public sector schools in 16 districts with low literacy rate. Over 571,313 girls are receiving Rs.3,000/- per quarter on compliance to 80% attendance requirement in schools.

The Purpose of this initiative was to improve enrolment and retention in schools, besides addressing their nutritional requirements, essential for adolescent girls. Being disbursed through branchless banking system developed by the Punjab Social Protection Authority (PSPA), Rs.1000 monthly stipend is being given to the girls of government schools in Bahawalnagar, Bahawalpur, Bhakkar, Chiniot, DG Khan, Jhang, Kasur, Khanewal, Layyah, Lodhran, Muzaffargarh, Okara, Pakpattan, Rajanpur, Rahim Yar Khan and Vehari districts. The funds disbursement is on quarterly basis wherein funds are released on receipt of 80% attendance report from School Education Department. Students enrolled in grade 10 are automatically excluded from the Program upon completion of the academic session. The students dropped out of schools are also excluded from the Program.

The students enrolled in schools as a result of annual enrolment drive by School Education Department are issued Khidmat Cards upon successful biometric verification. Approximately, 571,313 students and 430,501 beneficiary households have been included up till June 2020.

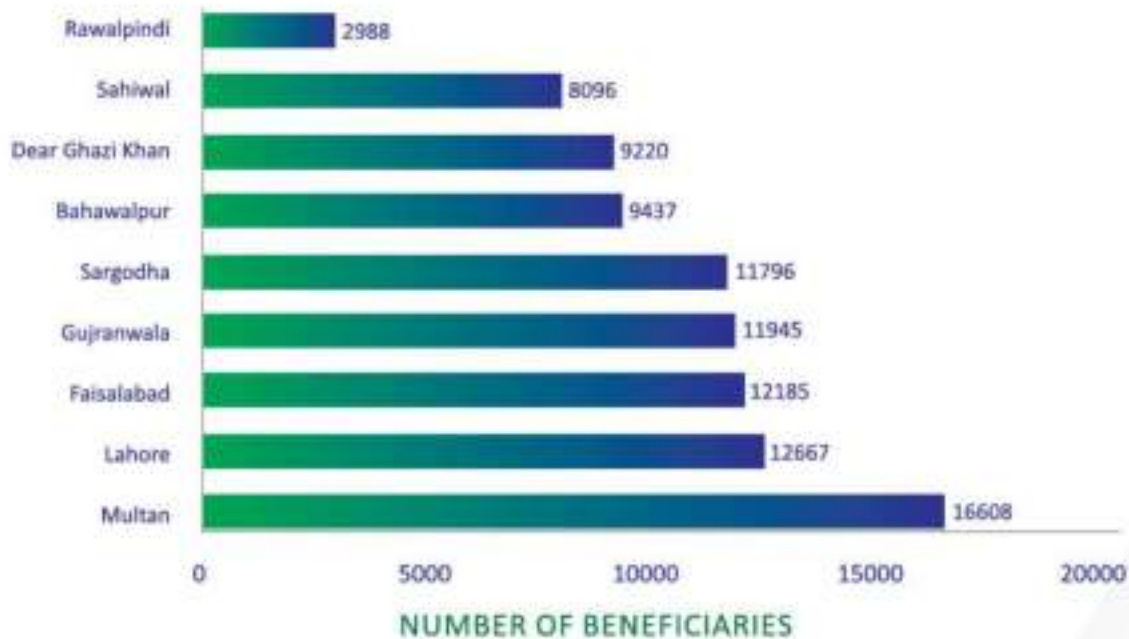
DISTRICT WISE NUMBER OF BENEFICIARIES



Brick Kiln Workers' Children:

In order to reduce the prevalence of child labour from brick kilns, a CCT was launched using branchless banking system in Punjab by PSPA in collaboration with Labour & Human Resource Department (LHRD) and School Education Department (SED). SED in collaboration of LHRD identifies potential beneficiaries and then shares list for enrolled children in schools. A baseline survey was conducted to locate and identify out-of-school children living with their families at brick kilns across the province.

Beneficiaries are provided with Rs. 2000 as one-time incentive at the time of admission and then quarterly disbursement of Rs. 3000 upon compliance verification. As per program requirement, children have to ensure 75% attendance in school. The compliance verification reports are shared by the SED for the release of payment by PSPA quarterly.



During this Project 94,942 children of brick kiln workers have been registered through the issuance of Khidmat Cards to 42,817 families. Funds are disbursed on receipt of compliance verification report from SED.

Graduation Scheme

As per its mandate, the Authority has designed programs, formulate policies, suggest interventions and guiding Government departments and agencies for safeguarding the rights of the poor and the vulnerable, besides ensuring equitable allocation of resources. For the said purpose, PSPA has designed one graduation schemes that serve as "exit strategy" of Persons with Disabilities (PWDs) from unconditional cash transfer support.

To engage the PWDs in Punjab in meaningful pursuit of livelihood, PSPA in collaboration with Punjab Small Industries Corporation (PSIC) has launched an Income Generation Scheme for PWDs titled "Graduation and Income Generation Scheme for People with Disabilities in Punjab". PSPA Board approved the scheme with an allocation of Rs.270.417 million through ADP. The scheme aims to provide interest free loans to the people with disabilities in Punjab to establish their small business to generate income on sustainable basis.



Punjab Small Industries Corporation and M/S AKHUWAT are the implementing partners of PSPA for this income generation scheme. Under this scheme average interest free loans up-to Rs. 50,000/- are being provided to the PWDs and since its launch in October, 2017 Rs. 300(revolving effect) million have been disbursed through 12000 loans to disabled people. Keeping in view the fact that the response of the disabled population is very encouraging therefore, to keep this historically marginalized group motivated the limit of loan under income generation scheme for PWDs has been increased from Rs.50,000/- to Rs.100,000/- subject to the business plan of the applicant so that the beneficiaries of the scheme may keep them engaged in self-employment. All people with disabilities in Punjab, are entitled to receive interest-free loans under this scheme for setting up their own businesses.

BENEFICIARIES BY DISTRICT (ALL PROGRAMS)



UPCOMING PROGRAMS

In accordance with the Prime Minister's vision of EHSAAAS programs, Punjab Social Protection Authority has been entrusted with the responsibility to roll out multiple interventions for social protection of the vulnerable groups in Punjab. Government of the Punjab is now launching Ehsaas-Punjab built on the model of the national Ehsaas program. It will aim to expand Human Development and Social Protection in Punjab so that poverty eradication, economic empowerment of women and better health and education outcomes could be achieved. Ehsaas-Punjab will be spearheaded by the PSPA. It will include current PSPA's programs as well as new programs worth over Rs. 62 billion, aimed at filling many coverage gaps in social protection.

So far PSPA has designed below mentioned interventions for various vulnerable and marginalized communities, as summarized below:



Ba-Himmat Buzurg Program:

Old people are often dependent on others for meeting their needs-economically as well as for physical support. However, in Pakistan and Punjab, there is little support available for old people through the public sector. The available support is mostly limited for formal sector employees with pensions, EOBI, Workers Welfare Fund or Employees' Social Security Institutions, etc. Therefore, there is a coverage gap in the case of many employees not covered by such support and old population in general.

In Punjab, there is little financial support available for elderly women through the public sector beyond the formal sector employees. PSPA will bridge this gap by launching Ba-himmat Buzurg Program. The goal of the project is to improve socio-economic wellbeing of the poor elderly women in the Punjab. This program is designed with the following objectives:

1. To improve the social inclusion of the poor elderly women by providing them dignified social assistance
2. To improve the subsistence of poor elderly women
3. To reduce the dependency of poor elderly women on their social network



This program will provide dignified social pension for elderly women above the age of 65 in Punjab. Rs. 1.8 billion are being allocated for the first year of this program which will benefit over 110,000 poor elderly women. Rs. 2,000 per month will be given to the beneficiaries. The program will be an unconditional cash transfer program. This program will cover most vulnerable individuals in Punjab and provide them with the means of meeting their financial needs.

Nayee Zindagi Program:

Social protection policies and programs have been widely heralded as important for addressing persistent poverty. The aim of social protection is to enhance the capacity of poor and vulnerable persons to manage economic and social risks.

Keeping in view, Punjab Social Protection Authority under "Punjab Ehsaas Program" is going to launch "Nayee Zindagi Program" for Acid Attack Victims. The Program aims at rehabilitation of Acid Attack victims through reconstructive surgeries and psychological counselling for their socio-economic mainstreaming. These services will be provided by Specialized Healthcare & Medical Education Department. PSPA intends to work in close collaboration with Specialised Healthcare & Medical Education Department for provision of these services bearing the treatment cost.

Access to a rehabilitation program can decrease the consequences of damage, improve health and quality of life and reduce the use of health services therefore, rehabilitation of these Victims is instrumental in enabling them to live, as far as possible, independently and gainfully within their homes and communities. Empowering Acid Attacks Victims through an institutional arrangement in various fields can be a very significant step towards mainstreaming their socio-economic conditions. This Program is designed with the following objectives:

1. To provide medical-psychological rehabilitation to Acid Attack Victims.
2. To protect the social rights of the Acid Attack Victims of the society.
3. To prevent social exclusion of victims by enabling them to lead dignified & socially included life.
4. To reduce vulnerability of Acid Attack Victims by Income generation through skill training & interest free loans for jobs/self-employment.



With the help of Rs. 200 million, the victims of the heinous crime of throwing acid will be financially assisted and fully rehabilitated at the government's expense, including the skin grafting treatment, followed by skill-building and interest-free loans for livelihood support.

Sarparast Program:

Punjab Social Protection Authority will launch "Sarparast Program", a social assistance, financial support to the families of the poor and vulnerable widows for improving their well-being and social status. The Sarparast project falls under the second pillar of the Ehsaas Program that is "Safety Net" with an aim to provide effective and comprehensive safety nets for the marginalized and the vulnerable. It also addresses the cross-cutting objective of Ehsaas Strategy that is "Lift lagging areas".

Sarparast program will provide dignified social assistance specially designed for the poor widows of Punjab. The program will help in reducing the rate of poverty amongst beneficiary households, by directly supplementing monthly household income and to reach out to the poor and vulnerable segments of the society. The Program will help in developing a feeling of self-reliance and empowerment in widows and their orphan children to live a dignified life. It will also contribute in Human Development Indicators by making the willing widows and their adult orphans skilled through skill development agencies of the Government of the Punjab.

Programs' Goal is to improve socio-economic wellbeing of the poor widows and their orphans in the Punjab. This Program is designed with the following objectives:

1. To reduce the rate of poverty amongst beneficiary households, by directly supplementing household income.
2. To decrease the vulnerability and improve the standard of living of targeted beneficiaries.
3. To provide opportunities for education, health, nutrition and skill development and sustainable livelihood to the targeted widows and orphans.
4. To improve gender equality and women empowerment.



Sarparast Program for assisting poor widows and orphans will be a key feature of Punjab Ehsaas Program. The poor widows, who have not remarried and who meet poverty score-based eligibility criteria will be assisted through this program with a monthly stipend of Rs. 2000 a month with top up programs of easy credit and asset transfer.



Khiraj-ush-Shuhada Program:

The effects of terrorism on victims' families are numerous and family breadwinners are predominantly the direct victims. The main effect of terrorist attacks has been financial setbacks created by the loss of family income after a victim's death. These socioeconomic changes have also affected children's academic performance. State support extended to affected families is inadequate, and there is an immediate need for effective state intervention to rehabilitate these families and stimulate their socioeconomic recovery.

The indirect victims of acts of terrorism constitute the second category of victims who are dependents and family members of direct victims. Such attacks may disrupt the entire social support system of individuals which, in itself, could be highly traumatic, especially for those who lose the only earning member of their family. They may have to start from scratch to rebuild their lives again and may adversely impact the socio-economic status of victims by influencing their capacity to earn, accessibility of education and overall standard of life.

Punjab Social Protection Authority under "Punjab Ehsaas Program" is going to launch "Khiraj ush Shuhada Program" for civilian martyrs of terrorist attacks. The Program aims at financial self-reliance through unconditional cash transfer for their socio-economic mainstreaming. These services can be provided through PSPA's already existing payments tools.

Provision of cash transfer can decrease the risks of economic shocks/exclusion faced by the victims' family due to terrorist attacks. It will be instrumental in enabling them to live, as far as possible, independently and gainfully within their homes and communities. Empowering families of civilian martyrs of terrorist attacks through an institutional arrangement in various fields can be a very significant step towards mainstreaming their socio-economic conditions. This Program is designed with the following objectives:

1. To minimize the effects of economic shock faced by martyr's family due to demise of bread-winner.
2. To prevent social exclusion of terrorist attacks victims by enabling them to lead dignified & socially included life.
3. To ensure martyr's family that state is fully aware and supportive in their hardships caused by sacrifice of the family.

Widows and orphans of those civilians who have been martyred in a terrorist attacks will be assisted under this program. Minimum wage to survivors of these martyrs will be paid until their eldest child turns 21. Rs. 300 million are allocated for this purpose.

Humqadam Program:

Persons with Disabilities (PWDs) are vulnerable to multiple financial and non-financial shocks and they need the state's assistance to lead a happy life. Realizing this need, a program with the name "Hamqadam" is being launched with the cost of Rs. 3.5 billion. This program will benefit about 200,000 poor people with disabilities in Punjab up to PMT score of 30. A revolving fund of Rs. 300 million will be established to provide income-generation opportunities to these people through microcredit (Average Rs. 50,000 per beneficiary) and asset transfer. This program is the continuation of "Unconditional Cash Transfer Program" for persons with disabilities.

The PSPA will provide Rs.2000/ monthly for PWDs who are unable to work and Rs.1500/ monthly for the PWDs who are able to work, as per the assessment of Medical Assessment Boards.





Masawaat Program:

As in the case of many comparable countries, transgender people in Pakistan face a range of personal, social, cultural, and economic issues, often exposing them to a high risk of isolation and social exclusion. Consequently, these people remain among the most marginalized populations, with high incidence of persistent poverty and poor human capital development. These vulnerabilities make them a key group for the attention of social protection policy makers in the country. Recognizing these needs Masawaat is designed with the following objectives:

1. To mainstream transgender persons, who are typically excluded from public services and programs, through providing means of livelihood, and education, health and housing services.
2. To protect transgender persons against destitution by providing support for consumption, ensuring a minimum standard of living.
3. To promote human capital accumulation in transgender persons and increase their access to productive assets and income generating activities.
4. To improve the health of transgender persons to protect them from health shocks.

Initially, Masawaat Program will pick a subset of interventions proposed in the Transgender Persons Welfare Policy on administrative efficiency grounds. Later it will be gradually expanded. Masawaat Program will be initiated with an outlay of Rs. 63.4 million, comprising unconditional cash transfers for elderly transgender persons and for transgender persons with disabilities, microfinance, awareness and advocacy campaign, and health screening and treatment.

PROGRAMS WITH THE SUPPORT OF INTERNATIONAL DEVELOPMENT PARTNERS

Punjab Human Capital Investment Project:

To address the situation of low productive capacity of Punjab's population, Human Capital Investment Project is being launched which will target the problem right from the early stages of life cycle. This project is the continuation of the pilot project "Health & Nutrition CCT". The World Bank will provide USD 200 million for this project.

The main objective of Punjab Human Capital Investment Project (PHCIP) is to increase the access to quality health services, economic and social inclusion of the poor and vulnerable households in select districts in Punjab through;

1. Supporting access to quality health services by strengthening of primary health facilities.
2. Conditional cash transfer program to encourage access to health & nutrition support
3. Support economic inclusion for the young parents with children for poverty alleviation;
4. Expand and strengthen ECE
5. Strengthen efforts to increase the efficiency and sustainability of Punjab's pro-poor initiatives.

Project Goal:

To achieve qualitative and quantitative improvements in Punjab's Human Development Index (HDI) and related indicators. Project aims to increase the access to quality health services, economic and social inclusion of vulnerable groups through life-cycle approach. The project will be rolled out in phased manner in 11 top districts selected on the basis of multiple dimensions of poverty (education, health, living conditions, etc).

Phase I [2 districts]: Muzaffargarh, Bahawalpur

Phase II [5 districts]: Rajanpur, DG Khan, Rahimyar Khan, Bahkkar, Mianwali,

Phase III [4 districts]: Bahawalnagar, Lodhran, Layyah, Khushab



Under this project, three main activities will be performed:

Component 1: Health Services Quality and Utilization (Budget: US\$ 102 million) CCT Health & Nutrition:

CCT H&N is based on the first 1,000 days (i.e. the period from conception to two years of age) approach to address malnutrition. The evidence shows that first 1000 days are most important for life long cognitive and physical development. Under this component both demand and supply side interventions are planned. This will be achieved through focused interventions in both demand and supply side. On the demand side, poor pregnant and lactating women will be incentivized through cash transfers to increase utilization of HNP services (pre- and post- natal care, skilled birth, growth monitoring, immunization, HNP awareness and counselling). On the supply side, BHUs will be strengthened by making available i) basic HNP services (maternal, child, family planning services) and ii) Basic amenities (water, electricity, communication, etc.), human resources (medical, paramedic, supporting, etc.), and medicines & supplies. The demand side uptake will be improved through social mobilization, enrolment of mothers and provision of conditional cash transfers to the BISP Beneficiary families through PSPA in close collaboration with the PHFMC whereas supply side will be addressed by the health department. Provision of mobile clinics to reach the most vulnerable populations is also under consideration.

Component 2: Economic and Social Inclusion (Budget: US\$ 70.42 million) Productive inclusion of adolescents and youth will be enhanced by providing education, skills, micro-financing, and asset transfer. Additionally, interventions for Early Childhood Education (ECE) will also be part of this component. It has two sub-components.



Objective of the first sub-component is to impart skills, behaviours and confidence to the youth (18-29 years) having at least 1 child of age up-to 5 years from poor BISP beneficiary families to join remunerative job market, and provide them productive assets and means to start own businesses and enterprises for sustainable income generation and graduate to next level of economic well-being. About 75,000 male and female youth will benefit from the activity (at least 50 percent female). This project component will be executed by PSPA.

The second sub-component is education that will focus on demand and supply side interventions to strengthen the classroom experience and improve literacy and numeracy for children in Pre-primary – Grade 3. It targets the strengthening of the quality of Early Childhood Education (ECE) in existing 3,400 ECE schools in the 11 PHCIP districts, and improving literacy and numeracy in Grades ECE/Katchi - Grade 3 in the same schools through reformed teaching practices and provision of reading materials/library corner in each grade.



Component 3: Social Protection Service Delivery Platform (US\$ 12.14 million): Capacity of Punjab Social Protection Authority to deliver social protection services will be enhanced. PSPA's current structure and capacity needs considerable beefing-up to enable it to deliver effectively as premier provincial social protection authority. This component is aimed at addressing the current institutional, technology and resource gaps of PSPA and establish a robust social protection delivery platform. The existing PSPA beneficiary database and program dashboards would be strengthened to keep track of major initiatives and beneficiaries' information in Punjab. In addition to this horizontal coordination and collaboration, the platform will vertically coordinate with BISP and the 36 districts of Punjab for One-Window operation.

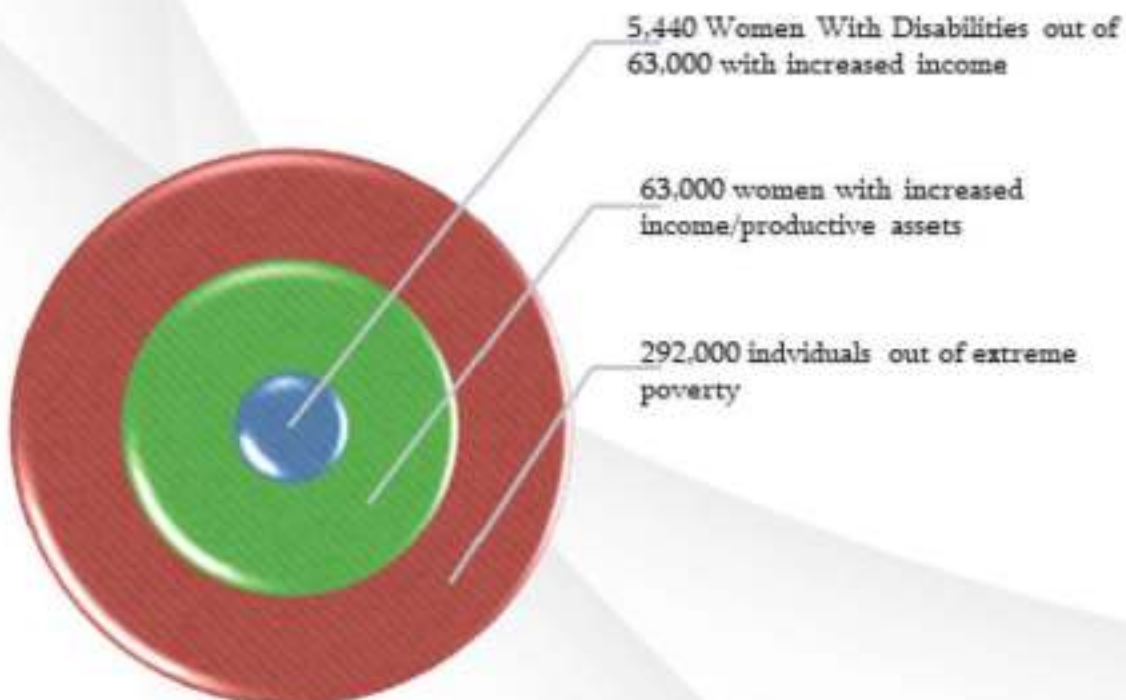


Women's Income Growth and Self-reliance (WINGS):

The project Women's Income Growth and Self-reliance Program (WINGS) aims to support transition of underprivileged and vulnerable women from social protection to sustainable livelihoods, prosperity and self-reliance in Punjab by developing government-led systems, delivery channels and policy reforms for women's economic empowerment, and enable the female beneficiaries of social safety nets to exit extreme poverty for good.

Foreign, Commonwealth & Development Office (FCDO), UK has committed to provide 36 million pounds for this program. WINGS will work for building and sustaining productive assets of the poor by encouraging innovative, and indigenous solutions. This program would help women break the shackles of poverty and achieve self-sustenance by utilizing the given assets. 292,000 individuals will be helped through this program. After number of brain storming sessions, the concept was finalized and project is in Memorandum of Understanding stage.

The Program has two main components: non-budget support financial aid (£28.5 million) to PSPA using payment by results approach and (2) technical assistance (£7.5 million). With 20% co-financing from the Government, PSPA will establish a competitive challenge fund to pilot, adapt and scale up livelihood packages in varied contexts.



Main outputs and activities include:

- 1. Livelihood development and income-generating activities:** WINGS will provide in-kind transfer of productive assets for enabling poorest women, including those with disabilities, to develop sources of income. It will also promote positive attitudes among public towards women's work through coaching and social.
- 2. Enhanced access to social and financial services:** WINGS will create household profiles to establish linkages between desired services that are offered by the government e.g. education, health, nutrition and financial services. It will also encourage non-government sector to promote employability and protect them from falling deeper into poverty. PSPA will deliver this output through a technology-based referral system.
- 3. Evidence, learning, policy reforms and institutional development:** Technical assistance will include provision of high-quality advice and support for PSPA's institutional development and management capacity through a £3.5 million World Bank-executed trust fund. An amount of £4 million is allocated for Foreign, Commonwealth and Development Office (FCDO) - managed third-party monitoring, impact evaluations, learning and policy reforms for women's economic empowerment in Punjab and other provinces.

As PSPA has a mandate to formulate and execute policies for social protection including social or financial assistance, health, education, food and nutrition, social inclusion etc for marginalized segments of the society. Therefore, Under the Pakistan National Cash Transfers Program, FCDO decided to provide technical assistance through a World Bank-executed trust fund for strengthening the PSPA's legal framework and institutional development. PSPA receives a single line budget from the Department of Finance which is allocated to programs according to the Board's approval. It has overall administrative cost around 5% of the total budget that includes approximately 3% for the monitoring and operations/delivery expense which is carried out through line departments.

The existing system of PSPA for target setting reduces the cost of new target setting system as it is already based on best available sources; National Socio-Economic Registry (NSER). The financial disbursement mechanism of non-personalized Khidmat card has enabled PSPA to ensure transparency as well as timely release of payment to the beneficiary's account. Therefore, current structure of PSPA will provide strong foundation to FCDO to roll out WINGS by ensuring value for money.



POLICY AND RESEARCH WORK

Punjab Social Protection Policy:

Government of the Punjab is committed to reduce poverty and vulnerability among its population through reforms in the social protection sector. Various studies and reviews on social protection landscape of Punjab (e.g. World Bank and FCDO's review of Punjab Social Sector Public Expenditure, 2013) highlighted several issues of this sector including fragmentation, duplication, limited outreach, low capacity of the public sector for implementing and tracking of social protection initiatives, poor mechanisms for identification, targeting, inclusion, exclusion and graduation criterion of the beneficiaries, inadequate institutional and coordination mechanisms, lack of innovative systems for payment and management information systems, and under-reporting of the SP expenditure at provincial, national and international levels. One of the major reforms of Govt. of the Punjab, to resolve these issues and oversee and monitor the activities of social protection in the province, is the establishment of Punjab Social Protection Authority through PSPA Act 2015. Punjab Social Protection Authority aims at providing a comprehensive, efficient, effective and inclusive social protection system to the poor and vulnerable people in Punjab.

PSPA Act 2015 requires the formulation of a social protection policy to achieve social protection targets towards developing and strengthening social protection system as well as to reduce poverty and inequality in the province. PSPA adopted a research-based participatory approach towards policy development and engaged all stakeholders throughout the process of policy development that spread over 10 month's extensive consultations. The engagement of all stakeholders ensures the ownership of all implementing partners (public, private and development partners) on social protection policy.

The policy identifies the key challenges that require a comprehensive SP policy in Punjab e.g. persistent poverty and vulnerability and high disparity, poor nutrition & health outcomes among young children, job challenges faced by youth, persistent gender inequality in labour outcomes, risks associated with international migration, income insecurity among the elderly and disabled. It also gives an overview of the recent development in Punjab's policy development including legal, institutional, strategic and financial development. Punjab Social Protection Policy sets out five strategic objectives of social protection, viz. i) social cohesion, ii) equity, iii) gender equality, iv) resilience, and v) opportunity. For the design of social protection programs, the policy stipulates eight principles including; i) systems approach towards social protection that adopts a life cycle approach and provides equitable access to all people and protects them against poverty and risks to their livelihoods and well-being; ii) poverty reduction & prevention; iii) prevention of intergenerational transmission of poverty; iv) inclusion; v) adequacy & affordability of benefits; vi) evidence-based decision-making; vii) citizen engagement & reciprocity; viii) promoting self-sufficiency and sustainability of operations. Components of this policy revolve around the five areas of social protection i.e. social assistance, social insurance, social care services, labour market policies & programs and general subsidies.

The context of the existing situation of the policy arena in the social protection sector enables the policy to conceptualize and prioritize the areas of interventions for the way forward in the next three to five years. This prioritization exercise also kept in view the Responsive Investment for Social Protection and Economic Stimulus (RISE) Framework of Government of the Punjab, prepared in the wake of COVID-19 crisis. The four prioritized areas of intervention in near future are: i) harmonizing and streamlining existing social protection programs; ii) introducing new initiatives where there is a large coverage gap (including initiatives under Ehsaas Punjab, and social protection of laid-off and informal workers, etc.); iii) strengthening the administrative system (including establishing a Social Protection Fund for Punjab) and linkage with other sectors and initiatives for basic services; and iv) formulation of a shock responsive social protection strategy.

Development of Transgender Persons Welfare Policy

Transgender persons face many types of issues along their life course. In their childhood, abandoning by the parents leads to non-conforming behaviour and psychological/ mental disorder in transgender persons. During adolescence, they usually face social exclusion, unacceptability in educational institutions, abuses/harassment, health care & medical treatment issues, insecurity, and direct/indirect experience of discrimination. In young age, besides other issues, a new challenge is employment and productive inclusion. In old age, health care and medical treatment issues become particularly harmful. Even after death transgender persons face funeral-related issues.

In recognition of the above mentioned issues, Supreme Court of Pakistan, through suo motu case Human Rights 32005-P of 2018, desired issuance of CNICs to the transgender persons (TGPs) and established a Provincial Committee for the rights and welfare of transgender persons (headed by Chief Secretary Punjab and having representation from various departments, NGOs and transgender persons). The CEO PSPA as secretary of the said committee successfully organized two meetings of the said committee. On the recommendations of the committee, NADRA expedited the registration of transgender persons at higher pace through deployment of mobile teams at the district level in Punjab. Social Welfare Department and the local governments have played a vital role in running mobilization campaigns and verifying particulars of transgender persons as claimed in registration forms. So far 3,300 CNICs have been issued to transgender persons in accordance with the revised mechanism by the Provincial Committee.

The Supreme Court also instructed PSPA to lead the process of a welfare policy for the transgender persons. In compliance with the order of the Supreme Court, broad-based consultations with stakeholders were held for the formulation of the welfare policy and recommendations were incorporated in the draft policy. The Transgender Persons (Protection of Rights) Act 2018 and international practices were also kept in view in the process of policy formulation. The objective of this policy formulation initiative was to provide legal and social recognition to transgender persons and provide them access to all basic services- health, education,



inheritance, employment, skill-building, etc. A workshop under auspices of Supreme Court of Pakistan was also held wherein draft policy for the rights and welfare of the transgender persons was presented. The policy was accepted by the Supreme Court of Pakistan and is placed on the official website of Law and Justice Commission of Pakistan: <http://ljcp.gov.pk/tg/report.pdf>

The main features of the said policy for the welfare of transgender persons are as follows:

- 1. Free & facilitated issuance of CNICs:**
 - Establishment of a Special Cell on TGPs at the provincial and district level for registration (issuance of B-form/CNIC) purposes
- 2. Mainstreaming of Transgender Children:**
 - Training of transgender teachers
 - Designing of accelerated non-formal basic education
- 3. Healthcare:**
 - Free and accessible medical camps for screening, treatment, and medicines for TGPs
 - Awareness campaigns for HIV/AIDS
 - Separate wards in District level Govt. hospitals
- 4. Emergency Support Centres:**
 - To provide temporary shelter, counselling, relief against violence etc.
- 5. Skill Building of TGPs:**
 - Through mainstream and specialized programs.
 - Entrepreneurial support through microcredit etc.
- 6. Provision of Jobs:**
 - To working-age TGPs (18-60) in government offices as well as encouraging / incentivizing their employment in the private sector
- 7. Unconditional Cash Transfers:**
 - Financial assistance to TGPs above 50 years of age or those who are declared incapacitated for work by a medical board
- 8. Conditional Cash Transfers:**
 - To incentivize TGPs to obtain skills.
- 9. Protection of Transgender Children:**
 - Developing legal instruments to ensure that parents do not abandon their transgender children.
 - Setting up dignified Shelter Homes where such children whose parents are not traceable can be housed and brought up in a befitting personal and social manner until they attain the age of 18.
 - Establishing mechanisms to bring all such transgender children whose parents are not traceable and who are at-risk of any kind of abuse to these Shelter Homes.

M&E of Social Protection Sector in Punjab

a) Social Protection System Assessment

After 18th amendment in the constitution of Pakistan, responsibility for social protection policy making and implementing social protection programs has been devolved to the provinces. Punjab Social Protection Authority (PSPA) was established with the mandate to provide a comprehensive, efficient and effective social protection system for the poor and vulnerable in Punjab. In line with the mandate of PSPA, a comprehensive analysis of the social protection system in Punjab is needed. As a step towards this goal, PSPA partnered with the German development agency Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) to carry out a qualitative assessment of selected social protection programs being implemented by the federal and provincial government in the Punjab. The purpose of this assessment was to analyze selected social protection programs in the Punjab and identify gaps in the present system so that there is an evidence base for the policy reform options.

The tool used for this study was Core Diagnostic Instrument (CODI), which provides an assessment of the strengths and weaknesses of social protection system based on ten parameters. These parameters are: inclusiveness; adequacy; appropriateness; respect for rights and dignity; governance and institutional capacity; financial and fiscal sustainability; coherence and integration; cost-effectiveness; and incentive compatibility. The districts included in the study were Lahore, Rahim Yar Khan, and Sargodha. The schemes included in the study are CCT for Brick Klin workers, UCT for PWD, Punjab Employees Social Security Institution (PESSI), PVTC Training Scheme for Development of Youth, BISP (UCT only) and PM National Health Program.

Using the data from 2018, the study made the following short to medium run recommendations to improve the social protection system in Punjab:

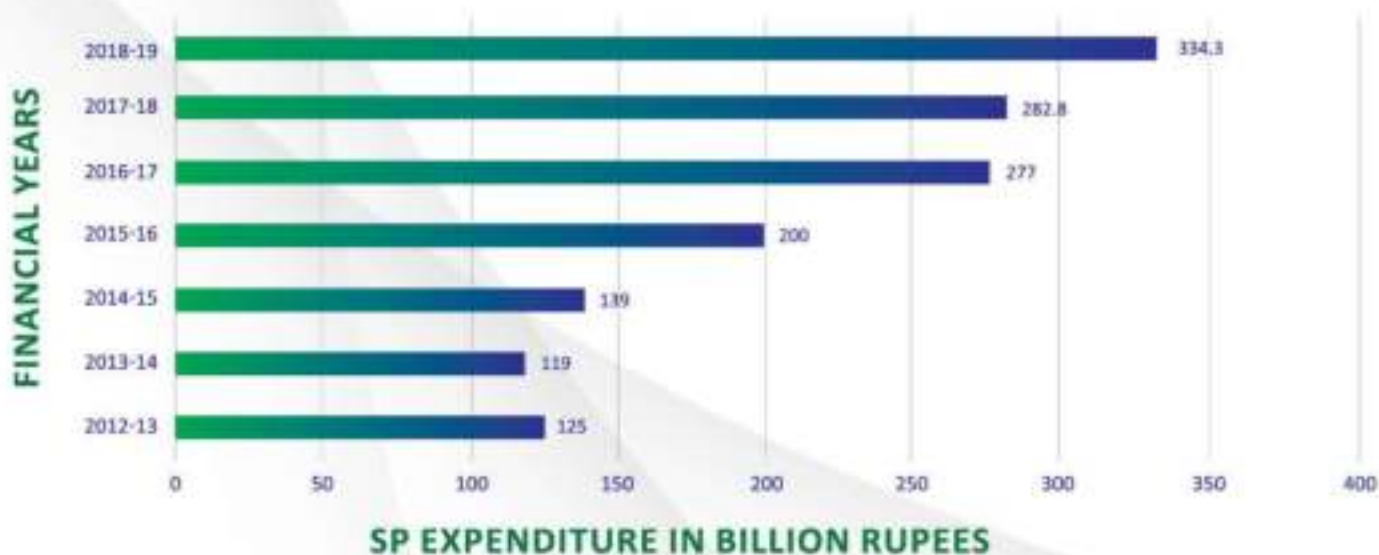
1. Conduct a public expenditure review to analyse whether funds are going where they are needed the most;
2. Develop analytical capacity in each program that can help identify vulnerabilities and can also help in planning the budget more efficiently;
3. Improve coordination between departments or involve other departments for regulation and accountability wherever it is outside of the mandate of the current department;
4. Expand and update NSER regularly to develop a dynamic social registry. With a dynamic registry in place, coordination with disaster management authorities can be initiated following BISP's example that would be a step towards an adaptive social protection system;
5. To improve coherence and integration, a one-window operation can be established. Given Pakistan already has some of the building blocks, it will not be a costly endeavour;



6. Explore mobile transfer option for all cash transfer programs to increase transparency and accountability as well as access and speed. This will also contribute to the overarching financial inclusion agenda giving people access to savings and credit whereby increasing resilience; and Strengthen tax system with a focus on improving tax collection mechanisms, which can potentially increase the financial envelope for social protection.

b) Social Protection Programs Inventory

PSPA keeps an inventory of all social protection programs in the Punjab. The data collected for 2018-19 shows that Rs. 334 billion were spent by 25 different departments on social protection. Most of this expenditure (Rs. 205 billion) was on pensions. There has been a consistent rise in social protection expenditures: the social protection expenditure in 2012-13 was only Rs. 125 billion. This increase can be attributed to Government of the Punjab's focus on making lives better for its poor and marginalized citizen. However, the inventory also shows the fragmented nature of the social protection programs and the need for better coordination and consolidation of these programs.



STRENGTHENING OF SOCIAL PROTECTION SERVICE DELIVERY

Integrated Management Information System

As per its mandate, PSPA has initiated development of Punjab Social Protection Registry (PSRP) which comprises of an MIS system including:

- a) Database of Programs
- b) Database of Beneficiaries
- c) Data entry portal
- d) Business Intelligence Dashboard (BID) with custom reports

The organization is working for the cause of social wellbeing of the underprivileged. The data of programs and beneficiaries will be entered through secure and standardized data entry portal. This data after health check will be populated into the social protection data base. Basic social protection registry information will be provided to the masses through public access however secure (password protected) access with detail information and analysis through Business Intelligence Dashboard will be provided to participatory organizations and decision makers for analysis and planning. This registry will also provide accurate and analytical reports on the performance of the social protection sector.

Objectives

Data Availability

Data Collection

Data Retrieval

Data Storage

Benefits and Outcomes of the PSP Registry are as follows:

1. Increased harmonization and consolidation of fragmented social protection schemes through comprehensive oversight of all social protection initiatives
2. Clear understanding of the service providers about areas and categories of social protection on which they are working.
3. Evidence based Program planning and targeting of beneficiaries
4. Reduced double registration of beneficiary for the same benefit
5. A single platform where common and essential information of beneficiary across social protection programs are stored, analysed and reported for the benefit of the stakeholders.
6. Seamless and efficient transfer of data
7. Baseline Data for future programs
8. Enhanced quality of operations and services for field officers
9. Efficient program monitoring
10. Increased transparency and accountability

PSPA has updated official website <https://pspa.punjab.gov.pk>. This website comprises of features such as Responsive Theme, Integrated Symmetric Layout, Better Content Visibility and Improved Usability. PSPA has also established a well-equipped server room with a power backup and security because its database comprises of confidential and huge data of beneficiaries.

Systems like Online PMT Score Checking System, H&N CCT Application Development, Correction Portal for Zewar-e-Taleem data, HR system for PSPA staff have also been developed. Proxy Means Testing Query System has also been developed using PMT 30 data obtained from NSER database. A dashboard is also developed for real time monitoring of payments and beneficiaries' statistics.

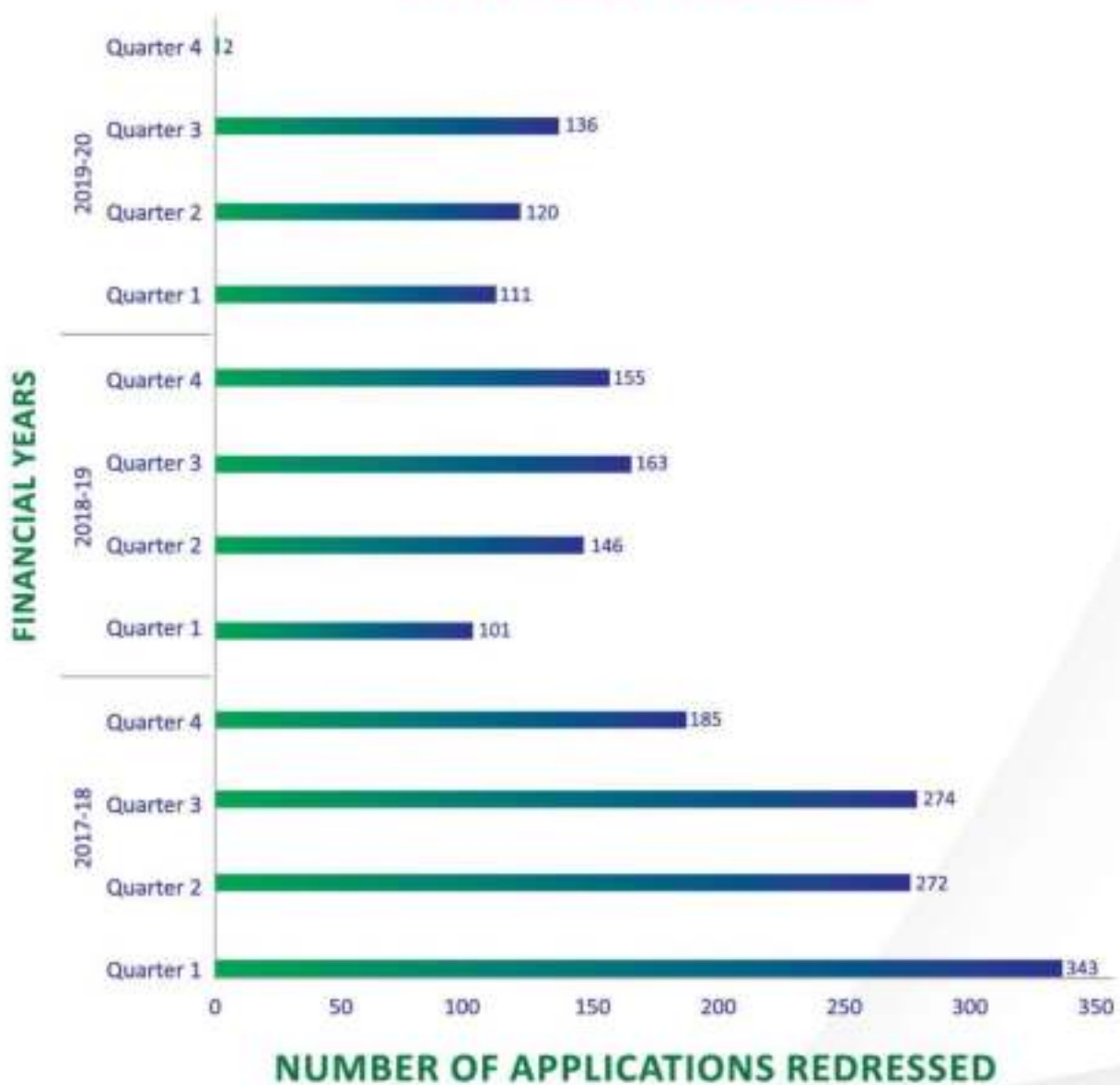
PSPA has also provided the technical assistance to other departments of Punjab Government like facilitation in provision of database with PHIMC for Sehat Card, need based technical assistance and guideline to SED, PMIU, Labour Department regarding collection, sorting, health check and verification of data, concept design for the development of MIS for Social Protection initiatives to Khyber Pakhtunkhwa, Sindh and Baluchistan Government.



Grievance Redressal System

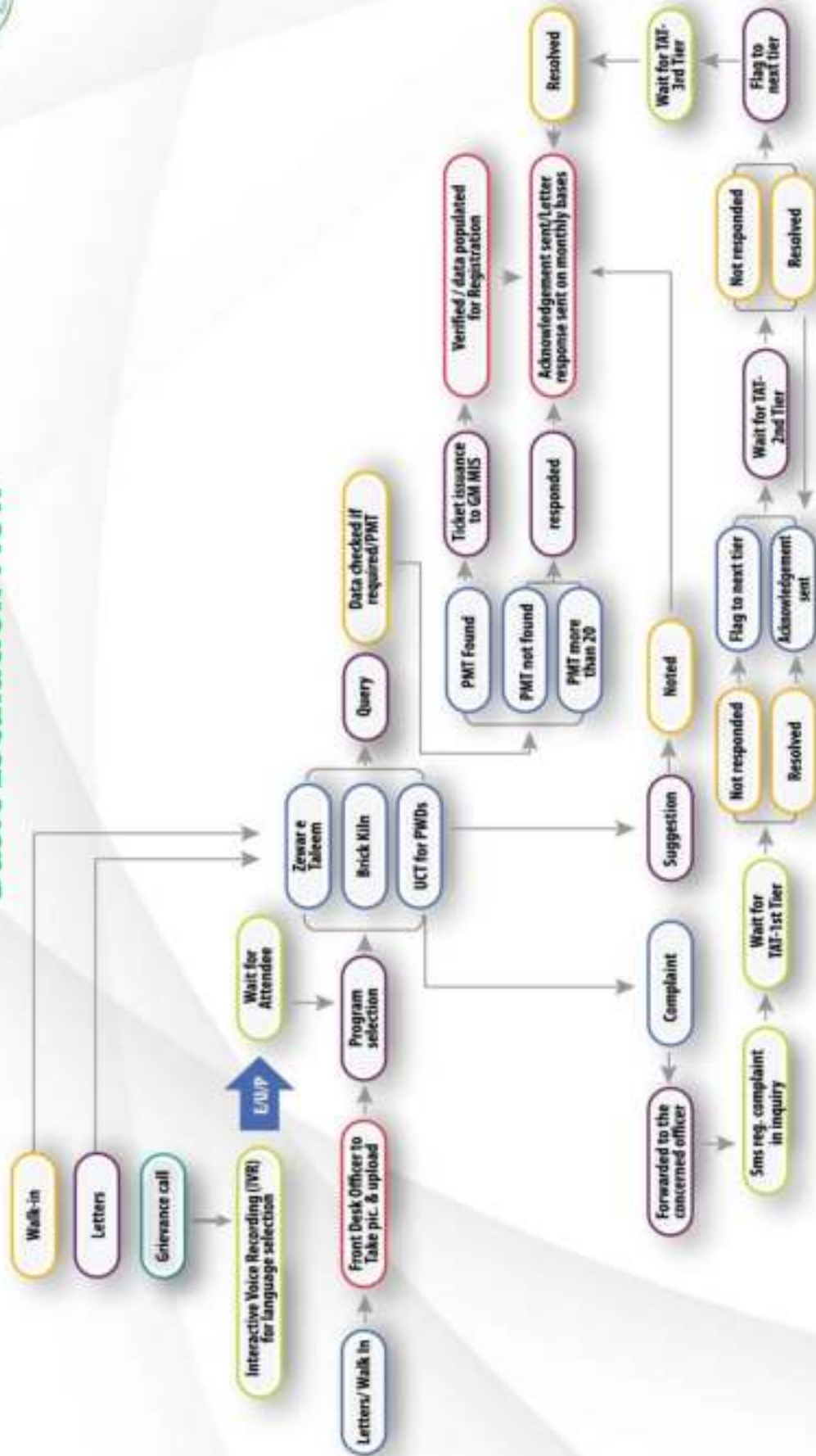
PSPA has a system of grievance redressal in place that includes traditional way of letter request either directly by public or through other government departments / forums which is responded on monthly basis. The letters received from various departments are responded within a week's time whereas direct applications/letters are responded altogether on monthly basis and a report is generated accordingly.

GRIEVANCES REDRESSED





Basic Escalation Flow



One-Window Social Protection Services

To facilitate the public in interacting with various government departments/agencies, Government of the Punjab decided to establish Citizen Facilitation and Service Centers (CFSCs). Given Punjab Information Technology Board's (PITB) mandate to effectively and efficiently provide IT services and infrastructure to the government, it was decided to establish these centers through PITB. Under CFSCs, the services offered by many federal and provincial level organizations are combined under one roof for the convenience of general public. These services include issuance of CNIC, passport, armed license, domicile, and route permit; registration of birth/death/marriage/divorce, and motor vehicles; collection of traffic fine and token tax; e-stamping; etc. Other services provided by local and provincial governments may be included depending upon the capacity and extent of automation already made by these departments internally.

Due to fragmentation and duplication in social sector initiatives, the coverage is poor and the target population faces difficulties in accessing the programs. Therefore, realizing the potential of CFSCs for harmonizing the design and delivery of various social protection interventions in the province, PSPA decided to integrate SP services into services provided at CFSCs. Single-window service can not only reduce duplication among programs and services, it also streamlines the administrative tasks. In the longer term, the database of CFSCs could act as a monitoring and evaluation tool for further reform of the social protection system in Punjab, as it would show duplication and coverage gaps of beneficiaries.

Currently, PSPA integrated its programs into CFSCs in two districts, Bahawalpur and Sargodha. Going forward, integration of other social protection programs implemented by other federal and provincial is planned for all the CFSCs across Punjab. The German aid organization GIZ would provide technical and financial support to PSPA for this purpose, while PITB will provide IT-related support.

EVENTS



Launching of 'Risk Management Practices of Small Farmers:

The report, entitled 'Risk Management Practices of Small Farmers: A Feasibility Study for Introducing R4 - Rural Resilience Initiative in Punjab', was launched on March 12, 2018 at the Government's Planning and Development Department. It was carried out by the Sustainable Development Policy Institute (SDPI) in collaboration with the Punjab Social Protection Authority, WFP, and OXFAM. The study assessed the viability of integrated risk management approaches which could be used to enhance the resilience of smallholder farmers in Punjab. Looking at the relevance of WFP and Oxfam's global R4 Rural Resilience Initiative, the study found the approach to be relevant to the Punjab context. In particular, strategies relating to risk reduction and risk transfer could significantly augment smallholders' capacities to withstand shocks.

"Understanding the potential impact of climate change on food and nutrition security, and the populations most likely to be affected by it, allows us to identify what interventions need to be prioritized to help manage and mitigate the risks," said Finbar Curran, WFP's Country Director in Pakistan. He further added that this study highlights the vulnerability of the lives and livelihoods of small-holder farmers due to the compounded risks brought on by climate variability. It also provides guidance on innovative risk management strategies designed to enhance resilience to shocks and stresses.



Visit of Sindh Social Protection Unit

A delegation from Social Protection Unit Sindh comprising of Mr. Memon Program Coordinator, Adbul Samad Channa (Director Admin. & Procurement), Ambreem Zara Syed and Syeda Ghanwa Husaani (Assistant Director HR & Training) visited Punjab Social Protection Authority in February 2018. The purpose of this visit was to have deep insight of PSPA Initiatives especially the funds disbursement mechanism, target beneficiary identification and registration, monitoring & evaluation and grievance redress mechanism, the management information system, Information, Education & Communication (IEC) for PSPA initiatives.



Workshop on Women Economic Inclusion Program

Women's economic empowerment is a fundamental element of the inclusive growth that Govt. of the Punjab strives to promote for achieving 2030 agenda of sustainable development. Keeping in view the importance of productive social protection especially for the low-income household women, PSPA with FCDO support is going to initiate a program titled "Women Economic Inclusion Program". A workshop was organized on 27th March 2018, to share the concept of program and to get some feedback from various stakeholders of the Punjab Government.

CEO PSPA highlighted payment instrument mechanism for cash transfer projects by the authority, identification of potential beneficiaries, their eligibility criteria, payment instrument. Mr. Kashif Saeed, GM Social Policy presented the concept of poverty and social protection needs identification in Pakistan. Mr. Waqar Azim, Director programs presented further details of PSPA initiatives in Punjab including unconditional cash transfer program for PWDs and ZTP for elementary & secondary school education students in 16 districts with low literacy rate.

Participants from various departments/organizations including PITB, PSIC, NRSP, PRSP, Punjab Commission on status of Women, Livestock, Agriculture and other departments, well conversant with the Women Economic Empowerment Initiatives of their organizations presented their initiatives for women economic inclusion.



Orientation of Divisional Heads of Information & Culture Department

Mr. Faisal Muqet, Chief Financial Officer carried out orientation session of heads of divisional councils of Information & Culture Department on March 1, 2018. The objective of this orientation was to familiarize them with the need of UCT for Artists, its registration process, disbursement mechanism and grievance redressal system. Role of PSPA as fund manager and role of ICD as a facilitator and mobilizer for registration of potential beneficiaries was also discussed in detail. Key things to be ensured before launching and during registration process was shared with the attendees. Some examples regarding issues that might arise during registration process and grievances were also discussed. Ms. Saman Rai, Additional Secretary Information & Culture Department briefed attendees on need of involving PSPA for funds disbursement to the artists. Mr. Wasif Siddiqui, Regional Manager Sales & Services of Bank of Punjab shared role of service providers in registration process as well as funds disbursement and need of involvement of ICD divisional centres for registration was also discussed thoroughly.



Orientation on Health & Nutrition CCT

Training of Lady Health Visitors were carried out by Mr. Waqar Azim, Director Programs PSPA along with the representatives from PITB and IRMNCH & Nutrition program regarding usage of app for registration and compliance verification of pregnant and lactating women in district Muzaffargarh and Bahawalpur. Purpose of the training session was not only to familiarize LHV's with the Health & Nutrition CCT program and its compliance verification system but also to guide them regarding mobilization and registration of potential beneficiaries and use of app. developed for the said purpose.



Punjab Human Capital Investment Project Solutions Workshop

In order to improve human capital in the Punjab, specifically, in the areas of social protection and women's economic empowerment, PSPA, in collaboration with the World Bank and FCDO, is developing the Punjab Human Capital Investment Project (PHCIP).

PSPA, in collaboration with the World Bank and FCDO conducted a Solutions Workshop on May 21, 2018 at Pearl Continental Hotel Lahore with the key departments of the Government of the Punjab and other stakeholders on the scope of the project, its implementation arrangements and other technical details so that a concrete plan for this program could be chalked out. The workshop started with the opening remarks by Dr. Aisha Ghaus Pasha, Minister Finance and Vice-Chairperson, PSPA and welcome note by Mr. Stefano Paternostro, Practice Manager, World Bank. Dr. Sohail Anwar Chaudhary, CEO PSPA presented brief overview of the PHCIP and role of PSPA to execute the said intervention. Ms. Yoonyoung Cho, Task Team Leader and Senior Economist, World Bank talked about need of HCIP in Punjab and how could it be helpful in uplifting the socio-economic status of women in Punjab.



Agreement Signing with the Bank of Punjab

PSPA signed an agreement with The Bank of Punjab for the continuation of financial inclusion services for the citizens of Punjab. Under this partnership BOP is providing its Branchless Banking Services to Punjab Government's social grant projects designed for the uplifting of underprivileged segment of society. Both parties under the earlier signed agreement launched three different social grant programs enabling almost 600,000 registered beneficiaries to be facilitated through quarterly disbursements.

Under the new agreement BOP will continue to provide financial services for existing and upcoming Social Grant schemes under the ambit of PM's Ehsas Program, for which an agreement signing ceremony was held on February 26th, 2020 at PSPA Head Office in Lahore. The agreement was signed by Dr. Shahinshah Faisal Azim Chief Executive Officer (CEO) from PSPA and Mr. Waqas Anis Head Digital Banking Group from The Bank of Punjab. The ceremony was attended by BOP Digital Banking team & officials from PSPA. Mr. Ali Asjad Malhi, Vice Chairperson PSPA, Mr. Waqar Azim Director Programs, PSPA and Ms. Kiran Faisal, Head Cash Management & Branchless Banking from BOP also graced the occasion.



MOU Signed on “WINGS” with FCDO

Government of the Punjab on Wednesday 19th February, 2020 signed a MoU with FOREIGN, COMMONWEALTH & DEVELOPMENT OFFICE (FCDO) for “Women’s Income Growth and Self-reliance Program” (WINGS) held at P&D Complex in Lahore.

On the occasion, Chairman Planning & Development Board Hamed Yaqoob Sheikh, Head of Economic Growth Group of the FCDO Anqa Butt, Member P&D Khalid Sultan, Chief Executive Officer of Punjab Social protection Authority Shahenshah Faisal and other representative of FCDO and P&D were also present at the ceremony. Addressing the Ceremony, Chairman Planning & Development Board Hamed Yaqoob Sheikh told that FCDO will fund up to £36 million which includes 28.5 million grants for financial assistance component along with £7.5 million for technical assistance component. On the same occasion, Head of Economic Growth Group of FCDO Anqa Butt said that WINGS complement the fourth pillar “Jobs and Livelihoods” of Federal Ehsaas Program which is Jobs and livelihood for low income households. As employment generation is one the major objectives of Punjab Ehsaas program, in line with this agenda WINGS provide employment opportunities to the vulnerable groups.



MoU Signing between PSPA and Information & Culture Department Punjab for Artists' Support Fund (Sila-e-Fun)

The Information and Culture Department Punjab and Punjab Social Protection Authority (PSPA) have signed a memorandum of understanding (MoU) to provide financial assistance for deserving artists in the province under the Artist Support Fund (Sila-e-Fun). Secretary Information and Culture Raja Jehangir Anwer and PSPA Chief Executive Officer Shehansha Faisal Azim signed the document at a ceremony held at Punjab Civil Secretariat on Wednesday 4th March, 2020. Under the MoU, PSPA is going to disburse a sum of eighty million rupees as "Artist Support Fund" among deserving artists in Punjab using latest technology. Speaking on the occasion, Secretary Information and Culture Raja Jehangir Anwer said that through "safe and swift" payment mechanism of PSPA, it would become possible to make assistance payments to deserving artists. Those among present were Additional Secretary Culture Saman Rai, Deputy Secretary Anjum Naveed, Section Officer Culture Shakeeb Sarwar, PSPA General Manager Muhammad Asim, Senior Network Administrator Najamul Bakht and concerned officers.



Training of Partner Departments on Ba-Himmat Buzurg Program

A two-day training session for focal persons of Social welfare & Bait ul Maal department was conducted by PSPA in Lahore on 10th and 11th March, 2020. Secretary Social Welfare & Bait-ul-Maal Mr. Zahid Saleem Gondal and DG Social Welfare & Bait-ul-Maal Mr. Hafiz Akram attended this training session.

Punjab Ehsaas Program is being led by Punjab Social Protection Authority and comprises a number of initiatives to be launched in 2020. One of these initiatives is the flagship Program for the elderly persons namely Ba-himmat Buzurg Program. This Program aims to provide dignified social pension to elderly persons above the age of 65.

SAVING LIVES



Mohammad Ali Khan

I was pursuing performing arts as my career since childhood and succeeded to perform in television dramas and Rafi Peer Theater. My dream came true when I was given a chance to perform in India and got three awards for my performance. Apart from my interest in acting, I worked as a body building coach for the young people. Unfortunately, a few years back I met with a fatal road accident that led to physical disability and I was no more able to perform in TV dramas or theater. After serving drama and theater industry for more than 18 years, I was bedridden for almost two years but my physical disability and the career break didn't let my dreams shattered. I started with a new hope to live, to live a life for my family.

While living in a rented house in Kot Abdul Maalik, tehsil Ferozwala district Sheikhpura, I was the sole earning hand for eight people. I am taking financial assistance of Rs.1500 per month from Punjab Social Protection Authority since 2015. As I met the eligibility criteria and was willing to avail option of loan from Akhuwat with the help of PSPA, I applied and got interest free loan of Rs. 30,000 which is being paid back by me. I drive rickshaw and meet my monthly expenses out of it.

The UCT for Persons with Disabilities and interest free loan provided through Punjab Social Protection Authority are very much helpful for me. I spend this money for paying school tuition fees of my children and on repair and maintenance of my rickshaw.



Anam Niamat Ali

Under prevailing inflation and economic condition, it is quite challenging for a person to provide living to family in an amount as low as Rs.12000 per month. That's how my father had strived for years. He is a rickshaw driver and we are four brothers and sisters. It was very difficult for us to manage two meals a day for the family.

Finally, my father heard from someone about Zewar-e-Taleem Program. I applied for it and now I am receiving a stipend of Rs. 1000/- every month. This has been proved as a beacon of hope in our lives. Government of Punjab has given me the opportunity to study and excel in my life. The amount I receive through this stipend, helps me to buy books and stationery for me. Thanks to Almighty Allah the future now seems to be bright.



Samn d/o Shahid Mehmood

I receive stipend of Rs. 1000 per month through Zewar-e-Taleem Program. Prior to that we were living at the edge of day to day life. My father runs a medical store on partnership basis and earns around 15 thousand rupees per month but that amount could merely bear our living expense as we are five siblings.

Since I have started receiving stipend from Punjab Social Protection Authority, I feel like I am contributing something into my family income. I am no more worried about buying books and uniforms. My educational expenses are now met through this amount.



Munazzah Hafeez

My father works in a garments shop. I am studying in class 10th and have witnessed worst of the financial circumstances in my family but thanks to Almighty Allah, I am receiving stipend of Rs. 1000 per month from Government of Punjab since 2017. The stipend is a great relief for my family.

Through this support, I could give myself the strength to work even harder so that the I can take the maximum benefit from the opportunity I was given through Zewar-e-Taleem Program. My father often says to me that there is someone who still thinks for the future of this country.



Faryad Shahbaz

People say I am a special person because of my childhood disability. But my condition has never hurdled on my way. I used to work in a factory and have crawled for much of my life. Then I joined a local NGO, where I helped working for other disabled persons. I rendered my services for the rescue and restoration of the earthquake victims. While working in the NGO, I participated in a skill development program and now I can assemble both manual and automatic wheelchairs.

But the problem was that I myself was living below the poverty line for years and with no resources how could I be any productive. Thanks to Punjab Social Protection Authority who enrolled me in unconditional cash transfer program, through which I am now receiving a stipend of 1500 every month. This helps me meeting my medical expenses like medicines, checkups etc. now with having my concerns resolved I can do much to make my dreams come true.



Sadaf Rafique

My name is Sadaf Rafique and I am in class 9th. My father works in an auto electrician shop and earns Rs.10 Thousand per month. Since childhood, It was my dream to get education and to become a successful doctor but the household expenses won't let me continue my education. My teacher told me that I am eligible to get monthly stipend from government of Punjab, through PSPA's Zewar-e-Taleem Program.

I am receiving stipend of Rs.1000 each month since I was in class 6th. My father spends this amount to fulfill my educational needs. Punjab Social protection Authority is playing positive role to bring real change in our lives. Thank You Punjab Social Protection authority and Chief Minister Punjab.



Muhammad Arif

My name is Muhammad Arif and I belong to Narang Mandi, Sheikhpura. I am associated with furniture polishing business. I have 6 children. Unfortunately, five of them are living with disability and cannot even move by themselves. This disease started when they were at the age of nine years. My younger daughter is a victim of paralysis; I think it's a genetic problem in our family.

It was nearly impossible for me to feed my family as medical expenses are too much. The cost of medicines of all my children is around Rs. 60,000 per month. This amount is not affordable for me. Someone told me about Punjab Social Protection authority and I applied for unconditional cash transfer for disabled person. Now I am getting monthly 1500 per child from government of Punjab, which is a blessing.

Government is facilitating us and I am thankful to them for giving priority to poor section of the society. I am really happy because medical expenses are being met by Punjab social protection Authority. I feel blessed and have a lot of prayers for Punjab Social Protection Authority and the Government of Punjab.

AND WE MADE MEMORIES









OUR TEAM

Ms. Benish Fatimah Sahi, Chief Executive Officer

Starting her career as the first female DDO(Revenue) Sheikhpura and Assistant Commissioner,Toba Tek Singh(a small town in the central Punjab), she has left her mark at various positions, she held during 14 years of her service. She had been Additional District Collector Sargodha, District Administrator Afghan Refugee Camp Kot Chandna (Mianwali) and team leader of Record Sifting Cell under the project titled "Development and Implementation of Integrated Computerized System" in Lahore Development Authority. More recently she has served as Additional Secretary in two of important departments in Government of the Punjab,i.e,Agriculture and School Education Department. Prior to joining as CEO PSPA, she has performing her duties as DG Child Protection and Welfare Bureau.

As CEO, Ms Benih Fatimah Sahi is responsible to oversee all matters related to the policymaking and practices of PSPA, providing strategic leadership to the organization and supervising the process of policy conception, formation and implementation. She also puts great emphasis on human resource management, finance, accounting, legal and management affairs of the Authority to optimise performance for beneficial outcomes of authority. Being a practitioner of participative leadership, she believes in team work and in creating synergies with all the actors working in the domain of social protection in Punjab, for robust and effective social protection planning and implementation.





Waqar Azim, Chief Operating Officer

More than nineteen years of experience with both Government and Non-Government Organizations. He has gained extensive practical knowledge of Human Resource Management and Administration, Office Management, working with International Development Partners (World Bank, FCDO, CIDA etc.), Evidence Based Planning, Performance Based Management, Contract Management/Services Outsourcing, Governance, Managing Change, System Development & Institutional Strengthening, Policy Formulation, Planning & Programming, Public Private Partnership, Organizational Management, Financial Management, Procurement, Social Mobilization, Participatory Community Development, Monitoring and Evaluation. At PSPA, Mr. Waqar Azim is ensuring smooth planning, designing, execution and feedback of all Programs. He is responsible for implementation, management, supervision and evaluation of all Programs in accordance with PSPA standards, board/government directions.



Noman Ahmad Shah, Director MIS

Noman Ahmad Shah is an Information Technology (IT) and Project Management expert. He is a certified PMP, holds Master in Computer Science degree and ITIL certification, did several courses from international recognized universities and filed many inventions at USPTO. He has over fifteen (18) years' IT/MIS & Project & portfolio management experience in public, private as well as research & development sectors. He has an aptitude for learning, solving and innovation. Previously, he has served at Ministry of Higher Education (Saudi Arabia), Ministry of Planning, Development & Reforms, Premier Systems and Electronic Government Directorate, Ministry of IT & Telecom. He is serving at PSPA as Director MIS. He is responsible for envisioning and development of IT & Information Security policy, Strategies, SoPs, Technical Vision and Operation Plans, Establishment and Operation of Datacenter, IT Infrastructure, MIS (ERP & BI Systems), Social Protection Registry and IT Enabled Services.



Muhammad Asim, General Manager Finance & Accounts

Mr. Asim has about 13 years work experience in Government, Banking and corporate sector. He has served at various management level positions. He is Msc. (Accounting & Finance) and M.Phil (Leadership & Management) from National Defence University. He has attended a number of training courses about financial managements as well as director training Program (Certified Director).



Maliha Batool, General Manager Cash Transfer Programs

Maliha Batool has done Masters in Sociology from University of the Punjab and MSc. Education (Assessment & Evaluation) from University of Education, Lahore. She started her professional career from Program Monitoring & Implementation Unit, Punjab Education Sector Reforms Program (PMIU-PESRP) in 2006 as Monitoring & Evaluation Officer. She has eight years plus experience of heading three different conditional cash transfer projects of education sector: Continuous Professional Development Program, Education Voucher Scheme and New School Program being run under Public Private Partnership by Punjab Education Foundation. She is working as General Manager (Cash Transfer Programs) in Punjab Social Protection Authority. Her professional expertise in Program management, designing and introducing new initiatives for poorest of the poor is helpful in effectively implementing and managing PSPA's cash transfer projects.





Mian Muhammad Kashif Saeed, General Manager Policy

Mian Muhammad Kashif Saeed is an economist having more than 11 years' experience of working with academia, public sector and NGOs in Pakistan. He completed his Master of Applied Science in Economics from University of Karachi in 2003. Since then he has worked in the fields of public finance, economic development and monitoring and evaluation in different capacities. Most recently he served as Project Coordinator and Survey Lead at Centre for Economic Research in Pakistan. He was instrumental in introducing performance-based intergovernmental transfers in Pakistan in 2006 and shifting investment focus of USAID's Dairy Project from Central Punjab to South Punjab in 2011. In future, he wants to play a more active role in public policy analysis and formulation. Kashif Saeed joined PSPA in July 2016. He is responsible for analysis of existing and emerging social protection programs in the Punjab and presentation of research findings to the PSPA management in the form of reports, policy briefs etc. to guide future course of action.



Rehana Afzal, General Manager Monitoring & Evaluation

Rehana Afzal has an experience of more than 14 years in social sector as a Monitoring & Evaluation professional. She completed her MPA in 1998 from Institute of Administrative Sciences, University of the Punjab, Lahore followed by her MS in Development Studies from Szabist, Islamabad. She served PHE Department Rawalpindi as a Community Development Officer (BS-17), Punjab Education Sector Reforms Program, Lahore as M&E Officer (BS-17), President's Education Sector Reform Program, Ministry of Education Islamabad as Evaluation Expert (BS-18), Gender Reform Action Plan Ministry of Women Development as a Deputy Director M&E (BS-18). Most recently she worked with Planning Commission as an M&E Expert (BS-19) under a Project of World Bank titled Social Safety Net Project Component IV. She attended as well as organized several training workshops on M&E of social sector with donor agencies i.e. World Bank, UNIFEM, UNFPA, UNICEF, GTZ and ADB. She is responsible for the development and execution of M&E framework for PSPA.



Muhammad Umar Sheikh, General Manager Communication

He is a highly motivated professional with more than 12 years of experience in the field of Communication, Advertising, marketing, event management, copy writing, monitoring and evaluation. Having done his MSc in Advertising & Marketing from University of Hull, England, he has varied work experience with government, media agencies and development sector agencies with firm background and training in areas such as Communication for Development, Behavioural change communication, Marketing, Promotion, PR, Mass Media, Administration in the office and out in field for organizing events. He arranged and managed national & international events at his university and at the agencies as Manager. His forte is working as a team leader in group projects.



Earlier, he worked as Communication Specialist at IRMNCH & Nutrition Program, Government of Punjab funded by World Bank & UNICEF. He was the pioneer in initiating and managing a large-scale Community based behavioural change communication through diverse media vehicles related to Nutrition, Reproductive Health and Emergency Response. At PSPA, he is responsible for designing, managing and monitoring all the electronic & print media campaigns for effective outreach of PSPA's initiatives along with all the internal and external communications of PSPA.

Mr Junaid Amjad, General Manager Program

Mr Junaid Amjad holds Master Degrees in Political Science and Economics. He has been working with different International and Government Organizations including USAID, UNDP & SNG(FCDO) and PSPA. He has extensive, hands on and updated experience of working in the development sector. His area of interests is evidence-based Program designing, formulations of implementation strategies and data analysis.





Aqeel Feroze, General Manager MIS

Aqeel Feroze is pursuing his PhD in Computer Science with research focus on Datamining. Earlier, he did his MS in Computer Science from Government College University, Lahore. He had obtained Master degrees in M.Com. (Finance) and M.Sc. Computer Sciences from University of the Punjab, Lahore. He has also two Oracle Database Administration Certifications and a Diploma in Cost and Management Accounting. He has worked in various capacities with University of Education for almost seven years and Virtual University of Pakistan for about eight years as a head of MIS/IT specialization, projects and research theses. His accounting background coupled with good computer knowledge has honed his analytical skills, enabling him to develop a framework for analysing diverse situations. His specific qualifications and areas of expertise include databases and various computer applications along with expertise in accounting and management practices. He has served as an editor of VU magazine for which he occasionally wrote articles as well. He has remained active in research and co-curricular activities besides being the part of organizing committees for many regional, national and international events. Before joining PSPA, he had acquired vast experience in both software development and network management.



Muhammad Kamran Akhtar, General Manager Admin & HR

He is currently working as General Manager (Admin & HR) at PSPA. Mr. Kamran holds a Master's degree in Commerce from Hailey College of Commerce, University of Punjab. He is experienced and versatile professional with over 20 years of proven successful track record in Finance, Accounts, Administrations, Monitoring & Evaluation, Policy formulation, project management and child & Bonded Labour issues in Pakistan. He is Master trainer on Gender issues and Public Procurement rules. He has extensive experience of working in different Departments and Ministries of Government of Pakistan in middle management positions. During his academic days he was actively involved in various social and cultural activities and received various awards.





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