



Discussion Paper

Results-Based Monitoring and Evaluation for the National Social Security Strategy

**Measuring
for
RESULTS**

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Social Security Policy Support (SSPS) Programme

Cabinet Division and General Economics Division (GED)
Government of the People's Republic of Bangladesh



Results-Based Monitoring and Evaluation for the National Social Security Strategy

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Acronyms

EA	Evaluability Assessment
GED	General Economics Division
HIES	Household Income and Expenditure Survey
LMs	Line Ministries
MIS	Management Information System
NSSS	National Social Security Strategy of Bangladesh
RBM	Results-Based Management
SSPs	Social Security Programmes
SSS	Social Security System

Objective

1. To provide an overview of the current state of Monitoring and Evaluation within the Government of Bangladesh and the intended vision as laid out in the National Social Security Strategy.
2. To provide a draft results framework for systematic results-based Monitoring and Evaluation of the National Social Security Strategy.

Background and Methodology

The National Social Security Strategy (NSSS) of Bangladesh lays out a comprehensive vision of building a Social Security System (SSS) for all Bangladeshis that addresses and prevents poverty and inequality and contributes to human development, employment, and economic growth¹. This will be achieved through a series of reforms proposed within the NSSS. Those reforms are both programmatic and operational. The former being programme alignment to the NSSS and the latter consisting of measures to improve programme management. The reforms identified in the NSSS regarding programme management revolve around the usage of more digital mechanisms, including: Single Registry MIS, MISs at the programme level, Grievance Redress System, and utilizing digital technologies for cash-transfers to beneficiaries. A refinement of beneficiary identification and selection processes, professionalization of staff, coordination among implementing agencies, and a focus on results-based management, will also accompany these initiatives. Therefore, the NSSS has the objective of institutionalizing results-based monitoring and evaluation to ensure that the delivery of services is actually contributing to the overall goal of poverty reduction, which will also serve as the basis for performance based budgeting².

The following outline was developed by examining the objective of institutionalizing results-based M&E within the context of the entire SSS and analyzing the current state of M&E affairs, identifying the vision laid out in the NSSS, and providing a results framework to achieve that vision. The major supporting documents include the NSSS, 7th Five Year Plan, Core Diagnostic Instrument, and the Report from UN Statistical Commission on Sustainable Development Goals. Best international practices in formulating evaluation in social protection have also been researched. It's expected that both the results framework and indicators for evaluating the NSSS will be refined through input from various government stakeholders.

Current State of Monitoring and Evaluation

The NSSS states that there is currently no formal monitoring and evaluation mechanism for measuring the Social Security Programmes (SSPs)³. The M&E capacity of individual programmes is weak and mainly measures money disbursed, rather than results achieved⁴. A formal means of communication between Line Ministries (LMs) is also non-existent. This lack of systematic monitoring and evaluation means that the government has no information on the actual performance of individual SSPs, and by extension, the entire Social Security System (SSS). For measuring long-term impact, the Household Income and Expenditure Survey (HIES) has been done every five years, with the last one completed in 2016. There was a plan to begin carrying out the HIES every three years, however, this may not be feasible. During the in-between years, there have been plans to conduct a smaller panel survey to get up-to-date longitudinal data⁵; yet again, this proposition may be unrealistic.

Although some MISs exist within the government, including a pilot with the Ministry of Social Welfare⁶, the extent and prevalence of MISs across LMs is currently unmapped. On the financial end, a MIS for the Ministry of Finance is being developed and tested, with an end goal of having all SSPs feeding financial data back⁷.

In summary, the regular collection of data is not well defined within relevant NSSS LMs. Financial data that is captured, doesn't keep systematic records of beneficiaries and only provides data on monetary delivery. Further, while the HIES reflects changes related to the poverty line, it doesn't evaluate the impact of SSPs⁸. Causal relationships between SSPs and impacts on beneficiaries are by and large unknown. Such analysis is provided only for a handful of donor funded projects, with donors normally requiring baseline surveys and project end-line evaluations. Therefore, not only does the government need to carefully move toward meaningful data collection, but also toward evaluation which assesses the impact of the NSSS. The entire M&E process needs to also have mechanisms in place for this information to be properly utilized to inform decision-makers, in order to inform adjustments and influence policy.

NSSS Vision

The NSSS states that a continuous process of M&E will be used to improve delivery processes, document results, inform policymakers, and mobilize political support⁹. On the Monitoring side, this means that MISs that can communicate with each other at a system level for the purpose of aggregation, will need to be established for each SSP. Line Ministries should be able to have their data connect to a central database, run by the Central Monitoring Committee¹⁰. By establishing a network of MISs that capture data on programme implementation, including financial data, number of and identification data of beneficiaries, grievances, and digital transfers, informed decision-making on the processes and implementing of programmes can be made. This shift in culture toward a results-based management approach is expected to take place at all levels of government, including Cabinet, District, Upazila, and Union¹¹. A professionalization of staff to carry out this mandate will also be carried out.

On the Evaluation side, the NSSS has opted for a holistic approach¹², giving equal weight to quantitative and qualitative approaches¹³. The purpose of evaluating the NSSS will be to determine from a results-based perspective, whether the objectives are being met and identifying longer-term impacts¹⁴. The main tool for evaluation of the impact will be periodic quantitative and qualitative surveys, such as the HIES¹⁵. However, the NSSS recognizes that a wide range of tools, from quantitative experimental design to qualitative case studies, is necessary to fully evaluate and understand impact¹⁶. Therefore, it will be critical going forward to methodically design and implement systematic impact evaluations for the NSSS. In order to assess social protection performance, M&E systems will need to take advantage of a range of sources of data collection, aggregating administrative data with household and population surveys¹⁷.

Additionally, as the MISs are meant to generate data that will be properly utilized to inform decision-making at the programme level, the findings from evaluations need to be carefully analyzed, disseminated, and acted upon by the government at a higher level. The NSSS states that the General Economics Division (GED) will report to the Cabinet and relevant Parliamentary Standing Committee on the findings and subsequent action taken on evaluations¹⁸.

The Way Forward

Identifying Results

In order to plan for results-based M&E of the NSSS, there is a need to identify what tools are available and understand their purpose. Even with the best intentions in mind, when policymakers lack the proper analytical tools to inform their decisions and evaluate options, the resulting development policy can be costly or even harmful¹⁹. Therefore, it will be important for all relevant NSSS stakeholders to contribute toward not only achieving the planned structural reforms, but understanding the purpose of each component. It's also important to understand the difference between Monitoring and Evaluation. Monitoring is the systematic collection and analysis of information; information is continuously used to make minor changes. Evaluation looks at what objectives were planned, what was accomplished, and how it was accomplished; information is used to inform policy changes, strategies, and future interventions. It should be noted that the GED has been given responsibility for the macro-level M&E of national plans, and the mandate to establish a Results-Based Monitoring and Evaluation Unit²⁰. Therefore, the GED will be the lead for evaluation of the impact of the SSS.

First, a common understanding of results-based management (RBM) needs to be framed. The current situation with the SSS is that, for the data that is being captured, it tracks delivery of activities, not results. While tracking financial delivery and activity completion can serve a purpose, this is often misinterpreted as results, and such M&E data rarely tells us much about the real impact of an intervention on the lives of beneficiaries or participating communities²¹. As an example, knowing the total number of beneficiaries who received a cash-transfer does not give us any information against the NSSS objective of reducing poverty. More information is needed, such as whether or not those beneficiaries had any change in annual income. At this stage, any positive changes in annual income against the poverty line could be considered to have a correlated, but not yet causal effect, for those beneficiaries. It's here that well planned MISs that capture data on multiple variables will serve a significant purpose. Any attributable effects will have to be captured at the evaluation level.

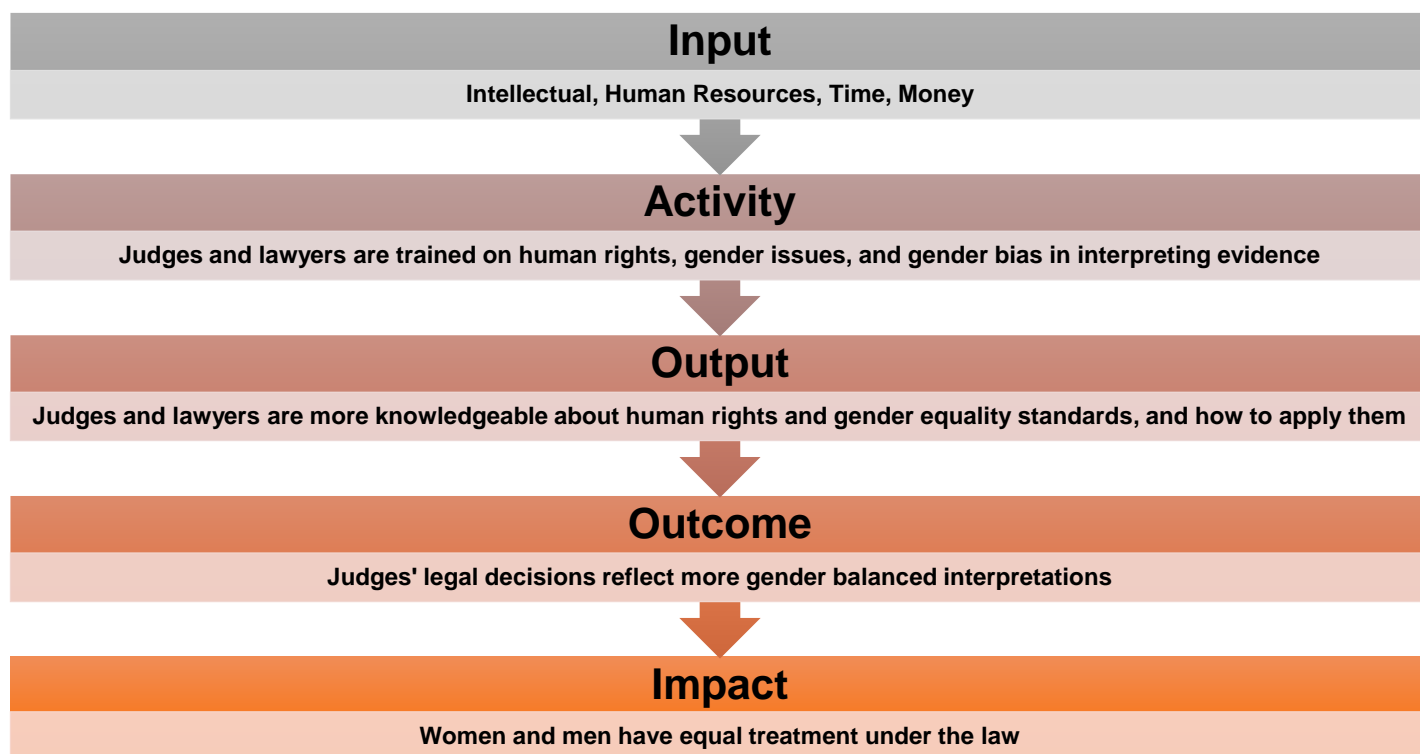
The chain of RBM can best be described as a management philosophy and approach that emphasizes development results in planning, implementation, learning, and reporting. A result is a describable or measurable change that is derived from a cause-and-effect relationship. RBM is based around inputs, activities, outputs, outcomes, and impacts. Inputs and activities are internal looking. Outputs, outcomes, and impacts are centered on external changes. Inputs and activities combine to transform into results.

At the evaluation level, evaluations can be described as the systematic collection and analysis of data of evidence on the outputs, outcomes, and impacts of programmes, in order to make judgements about their relevance, performance, and potential changes. Evaluations can be broken down into two areas: an on-going analysis of programme delivery and impact evaluation which gauges attribution.

The purpose of focusing on RBM from a development perspective is to clearly define structured and realistic results, based on in-depth research and a logical analysis of the progression of results. Programme beneficiaries need to be clearly identified and have interventions designed to meet their needs; results are for the sake of beneficiaries. Monitoring progress toward results and of resources consumed with carefully planned indicators is then required. The usage of monitoring data informs the identification and managing of risks. Impact evaluations then work to gauge the change at the highest level of the results chain.



Outputs, outcomes, and impacts are concerned with results that capture developmental changes. Outputs, or short-term results, are the most immediate results, usually closely related to direct changes that follow completed activities. It's important to note that outputs are not completed activities, but rather, the short-term effects of completed activities; usually directly connected to activity participants. Outcomes are then medium-term results, while impacts are longer-term results; these types of results can range over a period of many years. Impact refers to positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended²². All three of the results level chain are often confused with completed activities by assuming that such activities will lead to positive changes, without clearly identifying what the logical progression of results should be and without properly identifying a means for measurement. One of the most common misuses of this is when an intervention's main activities are trainings. The number of people trained only measures at the activity level. The result of the training is not captured by only knowing how many people were trained. RBM calls for measuring against the outputs, outcomes, and impacts. What did those trainings change? How has that new information affected the participants? Did the trainings contribute to the overall objective of the programme? An example of a proper flow of RBM thinking on training is displayed in following table.



Measuring for Results

Planning for measuring results is one of the underlying themes of RBM. The tool for this is indicators, which provide evidence for measuring progress toward achieving results. While using indicators at the activity level is important, this is not going to capture results-level evidence. Indicators for each level of results need to be developed; progress on indicators from a lower level does not necessarily translate into success of higher level results. Therefore, designing a meaningful framework for measuring progress is critical. This includes identifying clear targets and utilizing appropriate indicators that have or can obtain baseline data. Targets are what results-level change will be compared to and should be indicative of realistic expectations. Baseline data is an established level from which to measure change. The indicators which will measure the change from the baseline toward achieving the target should be: specific, measurable, attainable, relevant, and time-bound. Indicators should also use clear language, be credible, be proportional, and have the best angle.

Specific: measures only one level of the results chain, directly relates to the result at that level, precisely worded, focuses on who, what, how, and / or where, and is appropriately disaggregated.

Measurable: can be counted, observed, or tested, data on the indicator can be collected with reasonable cost and within a reasonable timeframe, have defined numerator and denominator values if quantitative, have a set of defined definitions if qualitative, and be impartially verifiable.

Attainable: measures against realistic changes that the intervention can contribute toward.

Relevant: has a direct relationship with the level of result it's measuring and is relevant to the overall objective of the intervention.

Time-bound: be attached to a timeframe of frequency of measurement and take into account delays in progress from outputs to impacts if an indicator measures outcomes or impacts.

Clear language: avoid technical wording, be understandable by all stakeholders, and include background information when applicable.

Credible: will capture changes that are believable by a public audience and evidence will exist to support changes in the indicator.

Proportional: will capture an appropriate level of change according to the size, cost, and objective of the intervention.

Best angle: utilizes the best format for relaying the most relevant data to a public audience such as: proportion of, comparison against, change over time, cost per unit, and disaggregation by age, sex, or geography

In summary, all indicators should appropriately measure against the development objectives of the intervention, be economically and practically feasible to monitor against, and be presentable to a wider audience. Results indicators don't monitor activities, but focus on development results. And in a changing development context where full transparency is becoming the norm, expectations for clear and well thought out planning are high. That means that developing the correct indicators are critically important because at some point, they will be opened up to public scrutiny.

Next Steps

The NSSS vision for M&E is to have regular and continuous mechanisms in place in order to make decisions. An automated Management Information System (MIS) needs to be maintained that regularly updates the beneficiary list of the Social Security System, disaggregating by programme category and transfer payments; this will help in simplifying implementation, lowering transaction costs, and minimizing corruption²³. The NSSS has the objective of establishing multiple MISs for individual programmes, but also having a central database which is connected to the Household Database and the national identity system²⁴. On the Monitoring side, the systemic use of MISs at the programme level will be critical in informing the relevant stakeholders on a range of data, such as financial delivery, number of beneficiaries, number of grievances, and usage of digital transfers. However, while this type of monitoring data is important, a framework of indicators that allows for realistic and timely evaluation of the NSSS is necessary. An effective M&E strategy for the NSSS will need to use monitoring data correctly, including reporting chains and monitoring of the implementation of the NSSS itself. Staff at various levels on the reporting chain will have to be trained on collecting and entering data into the MISs. There is also a general need for training sessions for government M&E staff on Results Based Management, including on indicator design and measuring for results. Further, evaluations will have to be carried out on the impacts of the NSSS as a whole; the NSSS suggests quasi-based evaluations with quantitative and qualitative data. The Bangladesh Bureau of Statistics and the Statistics and Informatics Division will need to be strengthened to effectively contribute to data collection that will inform evaluations of the NSSS. An appropriate and feasible set of data collection tools will need to be established in order to support evaluations on a more regular basis, instead of relying solely on the data from a quinquennial HIES.

Best Practices

In order to evaluate the performance of the NSSS in a holistic manner, the utilization of a range of quantitative and qualitative tools will be required. The GED will be responsible to compile an annual report on NSSS progress and report to the Cabinet. A results framework with a matrix of indicators will support the annual reports.

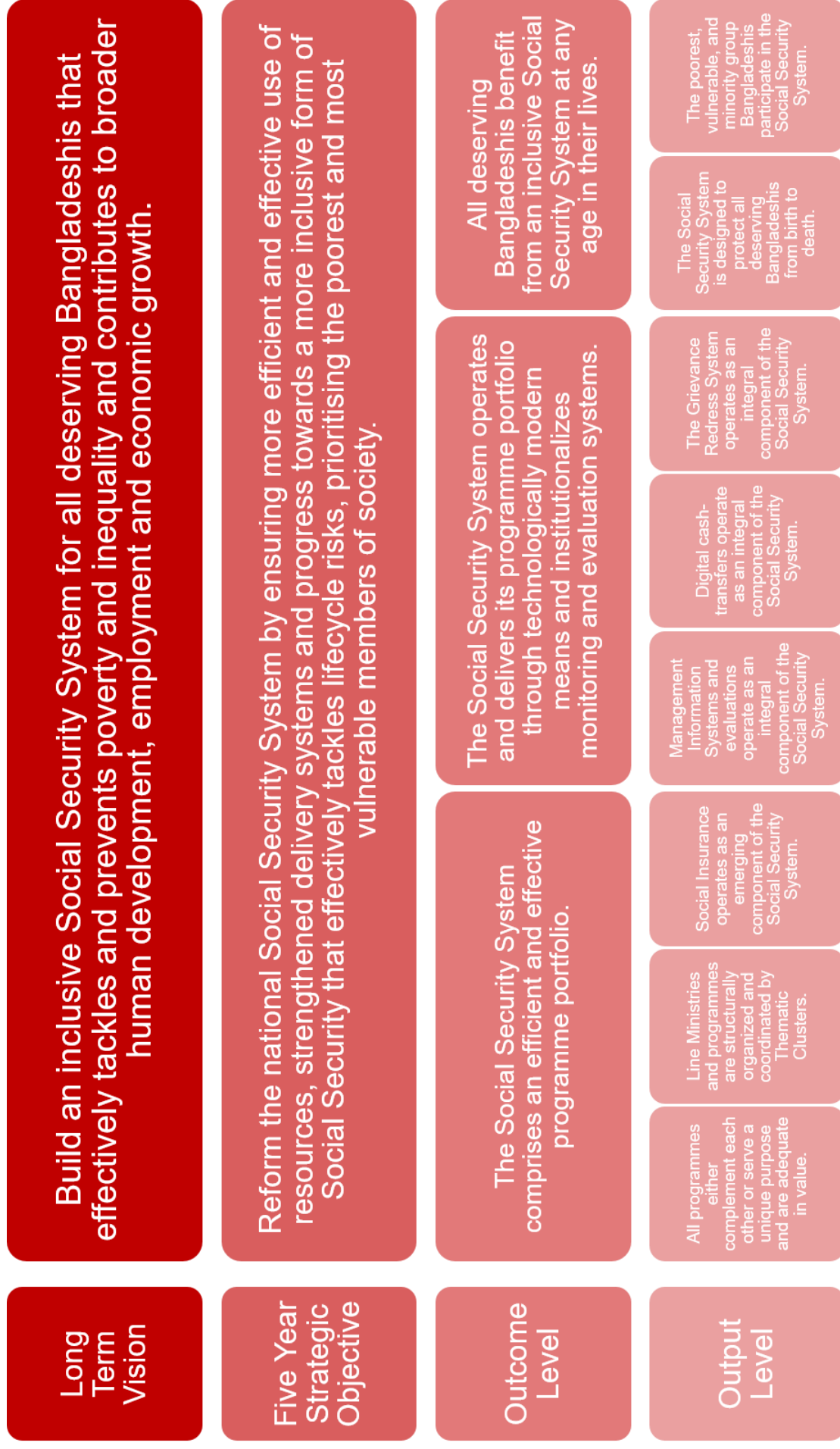
Prior to any full scale impact evaluations, an evaluability assessment (EA) should be carried out. This best practice is derived from the Methods Lab, a collaboration between the Overseas Development Institute, BetterEvaluation, and the Australian Department of Foreign Affairs and Trade. An EA will inform if, when, and how an evaluation should be done. Conducting an EA during the initial implementing year will be important for making assumptions about the NSSS as a whole, identifying evidence gaps, assisting in the design process, and informing the proposed M&E system²⁵. These will help to thoroughly assess the logic of an intervention and determine whether any realistic causal relationships between the objective of the intervention and planned results can be made. Additionally, the EA will take into consideration the budget when determining the value of carrying out impact evaluations. As the evaluation of the NSSS will be on-going over the course of many years, it may be necessary to conduct an EA at later stages as well²⁶.

As the NSSS aims for evaluating the entire NSSS in a holistic approach, it would be prudent to carry out a comprehensive EA in order to determine the feasibility of, and practical means for, evaluating certain aspects of the NSSS. While efficiency and economic impacts will be fundamentally tied to the NSSS, the broader thematic areas of social, educational, and nutritional impacts will be harder to evaluate at the system level. Therefore, the mandate of the NSSS to evaluate the NSSS holistically should include taking a closer look at individual programmes related to each of these thematic social priorities. In which case, any EA should identify the most suitable programmes that are likely to contribute to understanding social impact in these areas.

The NSSS has suggested that dedicated modules could be added on to the HIES as a basis for analysis of the impact of the Social Security System as a whole²⁷. This possibility should be explored in depth alongside an EA related to NSSS evaluation. In the case of Brazil, the creation of a dedicated M&E unit within the government, the Secretariat of Evaluation and Information Management, was created to exclusively carry out such functions²⁸. This secretariat commissioned over 140 evaluation studies, incorporating a wide range of evaluation designs, while partnering with professional research institutions to carry out a variety of national surveys²⁹. The planned Results Based Monitoring and Evaluation Unit, as laid out in the 7th Five Year Plan³⁰, could be mandated with similar functions and take advantage of the Brazilian experience and investigate the feasibility or alternatives to an annual panel survey. Additionally, the World Bank operates a Living Standards Measurement Study program that provides technical assistance to national statistics agencies around the world in designing improved survey methodologies and generating high quality data³¹, which Bangladesh could also take advantage of.

Therefore, it will be important for the GED to evaluate the NSSS not only against a set of results frameworks against the five year strategic objective, but also to ensure the commission of individual programme evaluations, and subsequently incorporate these findings into a system wide evaluation.

Results Framework for the National Social Security Strategy



Annex I: Indicators and Monitoring Framework

Indicators and Monitoring Framework for the National Social Security Strategy (2016-2020)																		
SI	Indicator Source	Performance Indicators	Measurement	Baseline [2016]	Target [2016]	Progress [2016]	T [2017]	P [2017]	T [2018]	P [2018]	T [2019]	P [2019]	T [2020]	P [2020]	Data Collection	Means of Verification	Reporting Frequency	Responsible for Monitoring
Long Term Vision: Build an inclusive Social Security System for all deserving Bangladeshis that effectively tackles and prevents poverty and inequality and contributes to broader human development, employment and economic growth.																		
1	7th 5YP: DRF / SDG 1.2.1	Proportion of population living below national poverty line, differentiated by urban and rural.	Quinquennial	TBA	22.1		20.7		19.3		18		16.6		HIES	Report of the Household Income & Expenditure Survey	Quinquennial	FD, BB, MoP
2	7th 5YP: DRF	Proportion of population under national extreme poverty line, differentiated by urban and rural.	Quinquennial	TBA	11.3		10.4		9.6		8.8		8		HIES	Report of the Household Income & Expenditure Survey	Quinquennial	GED, SID
3	7th 5YP: DRF	Degree of inequality (Gini coefficient), differentiated by: a) consumption inequality and b) income inequality.	Quinquennial	TBA	a) 0.31 b) 0.45		a) 0.31 b) 0.45		a) 0.31 b) 0.45		a) 0.30 b) 0.45		a) 0.30 b) 0.45		HIES	Report of the Household Income & Expenditure Survey	Quinquennial	GED, SID
4	NSSS	Consumption gap of the poorest against basic needs consumption basket.	Quinquennial	TBA	19%		17%		15%		13%		11%		HIES	Report of the Household Income & Expenditure Survey	Quinquennial	GED, SID
5	7th 5YP: DRF	Government spending on social protection as percentage of GDP.	Annual	TBA	1.96%		2.22%		2.07%		1.93%		1.80%		Finance Division	National Budget	Annual	GED
6	SDG 8.b.1	Total government spending in social protection and employment programmes as a percentage of the national budgets and GDP.	Annual	TBA	TBA		TBA		TBA		TBA		TBA		Finance Division	National Budget	Annual	GED
Five Year Strategic Objective: Reform the national Social Security System by ensuring more efficient and effective use of resources, strengthened delivery systems and progress towards a more inclusive form of Social Security that effectively tackles lifecycle risks, prioritising the poorest and most vulnerable members of society.																		
7	NSSS	Percentage reduction in number of poor and at risk people excluded from the Social Security System.	Quinquennial	TBA	TBA		TBA		TBA		TBA		TBA		HIES	Report of the Household Income & Expenditure Survey	Quinquennial	GED
8	NSSS	Percentage reduction of the poverty gap.	Quinquennial	TBA	TBA		TBA		TBA		TBA		TBA		HIES	Report of the Household Income & Expenditure Survey	Quinquennial	GED
9	NSSS	Change in household per capita income.	Quinquennial	TBA	TBA		TBA		TBA		TBA		TBA		HIES	Report of the Household Income & Expenditure Survey	Quinquennial	GED

Annex I: Indicators and Monitoring Framework (Continued)

Indicators and Monitoring Framework for the National Social Security Strategy (2016-2020)																				
SI	Indicator Source	Performance Indicators	Measurement	Baseline [2016]	Target [2016]	Progress [2016]	T	P	T	P	T	P	T	P	T	P	Data Collection	Means of Verification	Reporting Frequency	Responsible for Monitoring
Long Term Vision: Build an inclusive Social Security System for all deserving Bangladeshis that effectively tackles and prevents poverty and inequality and contributes to broader human development, employment and economic growth.																				
Outcome 1: The Social Security System comprises of an efficient and effective programme portfolio.																				
10	SSPS	Percentage of NSSS programme budgets that align with year 1 of the Medium-Term Budgetary Framework.	Annual	0%	0%		100%		100%		100%		100%		100%		Desk Review	Line Ministry budget forecasts, Medium-Term Budgetary Framework	Annual	GED
11	SSPS	Percentage of programme wide financial delivery.	Annual	0%	0%	90%	90%		90%		90%		90%		90%		Desk Review	Financial reports from each Line Ministry	Annual	GED
12	SSPS	Increase of Taka contributions to social insurance schemes over previous year. [Yes /No]	Annual	N/A	No	No	Yes		Yes		Yes		Yes		Yes		Desk Review	Social Insurance programme delivery reports, Ministry of Finance budget reports	Annual	GED
13	CODI	Institutional framework to ensure coordination. [scale]	Annual	1	1	2	3		3		3		4		4		Desk Review	Legal policies, Thematic Cluster frameworks	Annual	GED
Output 1.1: All programmes either complement each other or serve a unique purpose and are adequate in value.																				
14	SSPS	Percentage of programmes that have a Statement of Justification and have been approved as NSSS aligned.	Cumulative	0%	0%	100%	100%		100%		100%		100%		100%		Desk Review	Programme Statements of Justification	Annual	GED
15	CODI	Benefit level compared to national benchmarks. [scale]	Annual	1	1	2	3		3		3		4		4		Desk Review	Programme delivery reports, Bangladesh Consumer Price Index	Annual	GED
Output 1.2: Line Ministries and programmes are structurally organized and coordinated by Thematic Clusters.																				
16	CODI	Program implementation guidelines / operational manuals state reporting mechanisms, roles, and responsibilities. [scale]	Annual	2	2	3	4		4		4		4		4		Desk Review	Implementation guidelines / operational manuals	Annual	GED
17	SSPS	Percentage of attended Thematic Cluster meetings.	Annual	0%	0%	100%	100%		100%		100%		100%		100%		Desk Review	Meeting minutes	Annual	GED
Output 1.3: Social Insurance operates as an emerging component of the Social Security System.																				
18	CODI	Coverage: contributory. [scale]	Annual	1	1	1	1		1		1		2		2		Desk Review	Programme delivery reports, Ministry of Finance budget reports	Annual	GED
19	SSPS	Number of economically active population in formal workforce that contributes to social insurance schemes.	Annual	0	0	TBA	TBA		TBA		TBA		TBA		TBA		Desk Review	Social Insurance programme delivery reports, Ministry of Finance budget reports	Annual	GED

Annex I: Indicators and Monitoring Framework (Continued)

Indicators and Monitoring Framework for the National Social Security Strategy (2016-2020)																		
SI	Indicator Source	Performance Indicators	Measurement	Baseline [2016]	Target [2016]	Progress [2016]	T [2017]	P [2017]	T [2018]	P [2018]	T [2019]	P [2019]	T [2020]	P [2020]	Data Collection	Means of Verification	Reporting Frequency	Responsible for Monitoring
Outcome 2: The Social Security System operates and delivers its programme portfolio through technologically modern means and institutionalizes monitoring and evaluation systems.																		
20	CODI	Availability, quality, and timeliness of data on trends and social protection programs. [scale]	Annual	1	1	2			3		4		4		Operational Review	Line Ministry Management Information Systems, Management Information System reports	Annual	GED
21	SSPS	Percentage of NSSS implementing Line Ministries that generate monthly Management Information System reports.	Annual	0%	0%	25%			50%		75%		100%		Desk Review	Management Information System reports	Annual	GED
22	SSPS	Percentage of NSSS implementing Line Ministries that hold monthly 'Management Information System meetings'.	Annual	0%	0%	25%			50%		75%		100%		Desk Review	Management Information System meeting minutes	Annual	GED
Output 2.1: Management Information Systems and evaluations, operate as an integral component of the Social Security System.																		
23	SSPS	Percentage of NSSS implementing Line Ministries that have an operational digital MIS.	Cumulative	0%	0%	25%			50%		75%		100%		Operational Review	Line Ministry Management Information Systems	Annual	GED
24	SSPS	Percentage of completed planned programme evaluations.	Cumulative	0%	0%	TBA			TBA		TBA		100%		Desk review	Evaluation reports	Annual	GED
Output 2.2: Digital cash-transfers operate as an integral component of the Social Security System.																		
25	SSPS	Percentage of digital cash-transfers to beneficiaries.	Annual	0%	0%	10%			25%		40%		55%		Desk Review	Programme delivery reports, MIS reports	Annual	GED
26	SSPS	Percentage of Taka digitally transferred to beneficiaries.	Annual	0%	0%	15%			30%		45%		60%		Desk Review	Programme delivery reports, MIS reports	Annual	GED
Output 2.3: The Grievance Redress System operates as an integral component of the Social Security System.																		
27	SSPS	Percentage of grievances resolved through the Grievance Redress System.	Cumulative	0%	0%	60%			70%		80%		90%		Desk Review	GRS Reports	Annual	GED
28	SSPS	Percentage of grievances resolved within 3 months of submission through the Grievance Redress System.	Annual	0%	0%	50%			60%		70%		80%		Desk Review	GRS Reports	Annual	GED

Annex I: Indicators and Monitoring Framework (Continued)

Indicators and Monitoring Framework for the National Social Security Strategy (2016-2020)																		
SI	Indicator Source	Performance Indicators	Measurement	Baseline [2016]	Target [2016]	Progress [2016]	T [2017]	P [2017]	T [2018]	P [2018]	T [2019]	P [2019]	T [2020]	P [2020]	Data Collection	Means of Verification	Reporting Frequency	Responsible for Monitoring
Outcome 3: All deserving Bangladeshis benefit from an inclusive Social Security System at any age in their lives.																		
29	CODI	Coverage: non-contributory. [scale]	Annual	1	1	2			3	4			4		Desk Review	Programme delivery reports, MIS reports	Annual	GED
30	SSPS	Number of unique beneficiaries participating in at least one programme.	Annual	TBA	TBA	TBA			TBA	TBA			TBA		Desk Review	Programme delivery reports, MIS reports	Annual	GED
Output 3.1: The Social Security System is designed to protect all deserving Bangladeshis from birth to death.																		
31	SSPS	Percentage of programmes that have been organized under Core Life Cycle, Special, Covariate Risks Mitigation, or Small.	Cumulative	0%	0%	100%			100%	100%			100%		Desk Review	Programme Statements of Justification	Annual	GED
Output 3.2: The poorest, vulnerable, and minority group Bangladeshis participate in the Social Security System.																		
32	SDG 1.3.1	Indicator 1.3.1: Proportion of population covered by social protection floors/systems, by sex, distinguishing children, unemployed persons, older persons, persons with disabilities, pregnant women, newborns, work-injury victims and the poor and the vulnerable.	Annual	TBA	TBA	TBA			TBA	TBA			TBA		Desk Review	Programme delivery reports, MIS reports	Annual	GED
33	SSPS	Percentage reduction of the poorest not participating in at least one programme.	Quinquennial	TBA	TBA	TBA			TBA	TBA			TBA		HIES	Report of the Household Income & Expenditure Survey	Quinquennial	GED, SID

Annex II: References

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- ² Ibid, P. 82-83
- ³ Ibid, P. 82
- ⁴ Ibid, P. 1
- ⁵ Ibid, P. 88
- ⁶ United Nations Development Programme Bangladesh Meeting Minutes, *Maxwell Stamp and SPSS UNDP - Management Information Systems within the Government of Bangladesh*, April 25, 2016, United Nations Development Programme Bangladesh, Dhaka, Bangladesh.
- ⁷ Ibid.
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Annex III: Presentation



Results-Based Monitoring and Evaluation for the National Social Security Strategy (NSSS)



Slide 1

Agenda

- ▶ Objective
- ▶ Background and Methodology
- ▶ Current State of Monitoring and Evaluation
- ▶ NSSS Vision
- ▶ The Way Forward
- ▶ Results Framework
- ▶ Indicators and Monitoring Framework

Slide 2

Objective

- ▶ To provide an overview of the current state of Monitoring and Evaluation within the Government of Bangladesh and the intended vision as laid out in the National Social Security Strategy
- ▶ To provide a draft results framework for systematic results-based Monitoring and Evaluation of the National Social Security Strategy

Slide 3

Background and Methodology

- ▶ NSSS objective of increasing digital platforms for Monitoring and Evaluation (M&E)
 - ▶ Management Information Systems (MISs) at the Ministry level
 - ▶ Alignment to the NSSS
 - ▶ Grievance Redressal System
 - ▶ Digital G2P
- ▶ Institutionalizing Results-Based Management
 - ▶ To ensure goal of NSSS in reducing poverty is being achieved
 - ▶ Evaluating the NSSS in a holistic manner
- ▶ Concept note developed by examining the M&E objectives in the NSSS
 - ▶ Review of indicators from: NSSS, 7th5YP, DRF, and Core Diagnostic Instrument (CODI)

Slide 4

Current State of Monitoring and Evaluation

- ▶ No formal Monitoring and Evaluation (M&E) for SSPs
 - ▶ Household Income and Expenditure Survey (HIES) done every 5 years
 - ▶ NSSS plan to do every 3 years on hold
 - ▶ NSSS plan for smaller panel survey for in-between years on hold
- ▶ Digital MISs are limited; not formally mapped
 - ▶ Current pilot with Ministry of Social Welfare
- ▶ Regular collection of data is not defined among SSPs
 - ▶ Data that is collected mostly limited to financial delivery
- ▶ Results-indicators are non-existent and causal relationships between beneficiaries and SSPs are unknown

Slide 5

NSSS Vision

- ▶ Continuous process of M&E to improve delivery processes, document results, inform policy makers, and mobilize political support
 - ▶ Monitoring
 - ▶ MISs that communicate with each other at a system level for aggregation
 - ▶ Data captured on programme implementation: financial, number of and identification data of beneficiaries, grievances, digital transfers
 - ▶ Evaluation
 - ▶ Holistic approach with equal weight to quantitative and qualitative
 - ▶ To determine from a results-based perspective, if long-term objectives are being met and what impacts occurring
- ▶ Disseminate findings for systematic, informed, and continued improvement of SSPs

Slide 6

The Way Forward

- ▶ Identify the tools available for:
 - ▶ Implementing digital MISs
 - ▶ Capturing data
 - ▶ Measuring for results
- ▶ Structure data collection to support results-level information, not only activity
- ▶ Methodologically design and implement systematic impact evaluations for the NSSS

Monitoring

- The systematic collection and analysis of information; information is continuously used to make minor changes

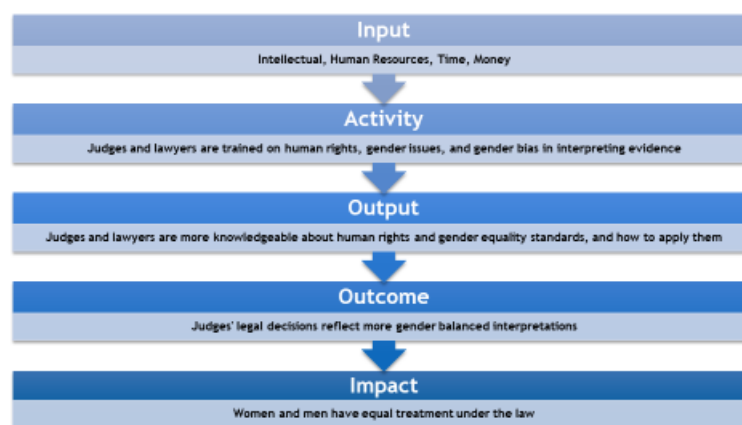
Evaluation

- Looks at what objectives were planned, what was accomplished, and how it was accomplished; information is used to inform policy changes, strategies, and future interventions

Slide 7

The Way Forward

- ▶ SSP indicators that measure for results



Slide 8

The Way Forward

- ▶ Areas of evaluation
 - ▶ Efficiency and Economic impacts are fundamentally tied to the NSSS
 - ▶ Social, educational, and nutritional impacts will be harder to evaluate at the system level
- ▶ Conduct an Evaluability Assessment (EA)
 - ▶ Measuring the entire NSSS will require a lot of planning and data collection
 - ▶ Individual SSPs should consider doing EAs
 - ▶ These can feed into a broader holistic evaluation of the NSSS
 - ▶ Ensure at least some SSPs have impact evaluation plans to inform NSSS impacts
- ▶ Explore the feasibility of dedicate modules being added to the HIES

Slide 9

Results Framework



Slide 10

Questions and Answers

Slide 11

Thank You

Slide 12



About the Social Security Policy Support (SSPS) Programme

The Social Security Policy Support (SSPS) Programme is working with the government to re-configure the current social security system so that economic growth is achieved in a more inclusive manner, with economic opportunities reaching the rural and urban poor and the protection of vulnerable groups against shocks. Support is provided primarily in two areas: governance of social protection and strengthening of systems.

It shall be a fundamental responsibility of the State to secure to its citizens – “The right to social security, that is to say, to public assistance in cases of undeserved, want arising from unemployment, illness, or suffered by widows or orphans or in old age, or in other such cases.”
Bangladesh Constitution, Article 15 (d)

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