

Results Architecture and Integrated Performance Monitoring and Learning Systems for Social Policy Systems

Social Protection Policy Support (SPPS) Programme

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Acronyms

API	Application Programming Interface
BBS	Bangladesh Bureau of Statistics
BMET	Bureau of Manpower, Employment and Training
CMC	Central Management Committee
CODI	Core Diagnostic Instrument
CPI	Consumer Price Index
DPE	Directorate of Primary Education
DRF	Development Results Framework
DSR	Dynamic Social Registry
DSS	Department of Social Services
DWA	Department of Women Affairs
EIS	Employment Injury Scheme
FAO	Food and Agriculture Organization
FIES	Food Insecurity Experience Scale
FY	Fiscal Year
FYSF	Five-Year Strategic Framework for Reform and Development
G2P	Government-to-Person
GDP	Gross Domestic Product
GED	General Economics Division
GRS	Grievance Redress System
HIES	Household Income and Expenditure Survey
iBAS++	Integrated Budget and Accounting System
ILO	International Labour Organization
IMED	Implementation Monitoring and Evaluation Division
KPI	Key Performance Indicator
LFS	Labour Force Survey
M&E	Monitoring and Evaluation
MCBP	Mother and Child Benefit Programme
MEAL	Monitoring, Evaluation, Accountability and Learning
MICS	Multiple Indicator Cluster Survey
MIS	Management Information System
MoCHTA	Ministry of Chittagong Hill Tracts Affairs
MoDMR	Ministry of Disaster Management and Relief
MoEWOE	Ministry of Expatriates' Welfare and Overseas Employment
MoFood	Ministry of Food
MoLE	Ministry of Labour and Employment
MoPME	Ministry of Primary and Mass Education
MoSW	Ministry of Social Welfare
MoWCA	Ministry of Women and Children Affairs
N/A	Not Available
NGO	Non-Governmental Organisation
NID	National Identity Card
NITI	National Institution for Transforming India
NSSS	National Social Security Strategy
OECD	Organisation for Economic Co-operation and Development
PRI	Policy Research Institute of Bangladesh
RAPID	Research and Policy Integration for Development

SDG	Sustainable Development Goal
SPBMU	Social Protection Budget Management Unit
SSPS	Social Security Policy Support Programme
SSU	Social Security Unit
SVRS	Sample Vital Registration System
TBA	To Be Assessed
TBD	To Be Determined
UN	United Nations
UNDP	United Nations Development Programme
UPS	Universal Pension Scheme
VWB	Vulnerable Women Benefit Programme
WEWB	Wage Earners' Welfare Board

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1 Introduction, Scope and Analytical Approach

1.1 Purpose and Context

Bangladesh adopted the National Social Security Strategy (NSSS) in 2015 to move from a fragmented collection of safety-net programmes towards a coherent social security system organised around lifecycle risks. Its long-term vision connected protection from poverty and vulnerability with human development, employment and economic growth. The NSSS also called for stronger coordination, results-based monitoring, periodic review, grievance redress and clearer institutional accountability.[1]

The end of the current strategy and Action Plan period provides an opportunity to examine how far these monitoring, evaluation, accountability and learning arrangements were established and supported implementation. The next NSSS is also being prepared amid changing poverty and vulnerability, inflation, urbanisation, demographic transition, climate-related shocks, labour-market informality and pressure on public resources. Its draft strategic framework proposes lifecycle programmes, social insurance, adaptive social protection, digital delivery, a Single Registry, beneficiary verification, programme consolidation and stronger governance.[2]

Related draft national planning inputs also emphasise measurable reform. Chapter 12 of the Five-Year Strategic Plan for the 9th Five Year Plan sets out social protection priorities, annual milestones, lead institutions and outcome areas. The draft Development Results Framework for the Five-Year Strategic Framework for Reform and Development (2026-2030) links indicators with baselines, annual targets, responsible institutions and the Sustainable Development Goals (SDGs).[3] The next NSSS must therefore define both the intended reforms and how progress will be measured, reviewed and acted upon.

This report first assesses the monitoring, evaluation, accountability and learning arrangements developed under the current NSSS, recognising both achievements and limitations. It then proposes a strategy-level results architecture and performance system for the next NSSS. The system connects strategic objectives, intermediate results, indicators, institutional responsibilities, reporting, accountability, evaluation and learning to support national oversight and policy adjustment.[4]

1.2 Scope and Analytical Boundaries

The assessment covers results logic and indicators; Action Plan monitoring; institutional mandates; ministry and programme reporting; administrative, survey and budget data; the web-based M&E dashboard; reviews and evaluations; grievance and stakeholder feedback; data consolidation; and evidence use in policy, planning, budgeting and implementation. It treats monitoring, evaluation, accountability and learning as connected functions within a national performance system.

The report is not a new evaluation of every social protection programme and does not reassess all findings of the Mid-Term and Final Implementation Reviews. Those reviews are examined as evidence of what the existing system could measure, what information it produced, how findings were used and where gaps remained. The report also does not redesign individual programme management information systems, specify ministry-level

operational tools or audit digital platforms. Its focus is the architecture required for national strategy management.

1.3 Strategy-Level and Programme-Level Monitoring

The distinction between strategy-level and programme-level monitoring is central. Line ministries and implementing agencies remain responsible for programme inputs, activities, outputs, expenditure, beneficiary coverage, service delivery and programme-specific outcomes. Their systems provide much of the information needed for national reporting, but also serve operational purposes that a central NSSS framework cannot replace.

Strategy-level monitoring should provide a selective account of whether national reforms are progressing, the system is becoming more inclusive, adequate, coherent, accountable and responsive, and population-level outcomes are changing. It combines selected programme data with national surveys, fiscal information, evaluations, grievance and feedback data, and qualitative evidence. It must also distinguish results plausibly influenced by NSSS reforms from changes driven by wider conditions. The strategy framework should consolidate and interpret programme evidence, not duplicate all programme indicators or assume that outputs demonstrate national outcomes.[5]

1.4 Evidence Base and Methodology

1.4.1 Secondary Document Review and Evidence Mapping

The study reviews the principal NSSS policy, planning, monitoring and analytical sources. These include the 2015 NSSS; Action Plans I and II; the 2017 M&E framework; annual progress and M&E reports; social security budget reports; the Mid-Term and Final Implementation Reviews; the Bangladesh CODI assessment; relevant SSPS-supported research; and documented institutional and digital arrangements. It also covers the live NSSS M&E Dashboard and draft inputs for the next NSSS and related national plans.[6] Evidence is mapped by result, source, period, responsible institution, disaggregation and stated use.

1.4.2 Assessment of Existing Arrangements

Existing arrangements are assessed against consistent questions: whether the results logic is clear; indicators are relevant and measurable; baselines and targets exist; data are timely, comparable and disaggregated; responsibilities are defined; reporting meets decision needs; and findings lead to follow-up. The assessment also examines duplication, gaps and fragmentation across Action Plan tracking, programme MISs, budget reporting, the dashboard, reviews and research. Evidence is triangulated, and differences between planned arrangements and documented practice require explanation rather than being treated automatically as implementation failure.

1.4.3 Comparative Evidence and Contextualisation

Selected international and regional evidence is used to identify relevant design options for results frameworks, evaluation, public reporting, management responses and learning. Comparative practices are screened for their fit with Bangladesh's institutional mandates, data availability, administrative capacity and planning and budget cycles. They are used to test design choices, not as models for direct replication. This reflects international practice that treats evaluation as both an accountability mechanism and a source of evidence for decision-making and organisational learning.[7]

1.4.4 Framework Design and Analytical Synthesis

The design stage converts the diagnosis into a linked architecture comprising a theory of change, results hierarchy, strategy-level indicators, methodological notes, data sources, baselines, targets, disaggregation, institutional responsibilities, reporting products, evaluation arrangements and evidence-to-decision processes. Proposed indicators are screened for strategic relevance, clarity, feasibility, decision usefulness and the burden they place on reporting institutions. Draft results and indicators will require validation against the final NSSS policy content, confirmed institutional mandates and available baseline data.

1.4.5 Limitations

The report relies primarily on secondary evidence and documented consultations; it does not include a new nationally representative survey or programme-by-programme verification. Sources vary in purpose, period, completeness and approval status. Draft inputs for the next NSSS and national plans establish emerging direction but are not treated as final government policy. Administrative and digital systems are evolving, and dashboard observations reflect its public state at the time of review.[8] Unconfirmed baselines, targets, data ownership and reporting feasibility are identified for later government validation rather than presented with false precision.

2 NSSS Monitoring, Evaluation, Accountability, and Learning

2.1 Intended Monitoring and Evaluation Architecture

2.1.1 Strategic, Operational and Learning Objectives

The 2015 NSSS presented monitoring and evaluation as a management function, not only a reporting requirement. It assigned three linked objectives. The strategic objective was to determine whether the NSSS was reducing poverty and inequality and contributing to human development and inclusive growth. The operational objective was to identify how programme efficiency and effectiveness could be improved. The learning objective was to draw lessons from implementation and apply them to policy and programme design. Monitoring was also expected to document results, strengthen political support for social security and provide a basis for the expansion of effective interventions.[9]

2.1.2 Levels of Monitoring and Evaluation

The NSSS specified three levels of work. The first was routine monitoring of individual programmes by implementing ministries. The second was monitoring of the NSSS process, including financial, operational and institutional reforms. The third was evaluation of the social security system's effects on poverty, vulnerability, inequality and human development. These levels implied separate but connected information bases: programme management data, cross-government reform and expenditure information, and population-level survey and evaluation evidence. The 2017 results-based M&E framework translated this concept into a hierarchy covering the long-term vision, the five-year strategic objective, three outcomes and associated outputs.[10]

2.1.3 Institutional Mandates and Coordination Arrangements

The intended architecture distributed responsibilities across existing institutions. Line ministries were to monitor their programmes and maintain management information systems. Local government institutions and field administration were to support beneficiary information,

implementation oversight and grievance handling. Ministry systems were expected to feed a central database overseen through the Central Management Committee (CMC). The Finance Division would maintain financial performance information; the Implementation Monitoring and Evaluation Division (IMED) would independently monitor physical and financial performance; and the General Economics Division (GED) would maintain the strategy results framework, assess overall performance and prepare an annual report. The Bangladesh Bureau of Statistics and Statistics and Informatics Division would supply national survey data. The CMC would coordinate the system and address cross-ministry problems.[11]

2.1.4 Planned Data Sources, Collection Tools and Frequencies

The framework combined administrative, financial, survey and qualitative sources. Programme MISs, beneficiary registers, expenditure statements, national budgets, committee records, grievance systems and ministry reports were to support routine and annual monitoring. Household Income and Expenditure Survey data and other national surveys would measure population outcomes, supplemented by mixed-method evaluations and qualitative studies. The NSSS also proposed an annual panel survey to track beneficiary outcomes. The 2017 framework specified annual, cumulative or five-year reporting frequencies across 33 indicators and assigned data sources and responsible entities.[12]

2.1.5 Intended Reporting, Accountability and Evidence-Use Processes

The NSSS envisaged annual performance reporting to the CMC, independent checks of programme data, periodic evaluations and public dissemination through government websites. Evaluation reports were to be considered by the CMC and relevant parliamentary standing committee, with actions taken recorded by GED. A joint task force involving GED, IMED and the Finance Division was expected to refine indicators and performance-monitoring processes and link them to performance budgeting. The intended cycle therefore ran from data production and verification to review, corrective action, budget consideration and public disclosure.[13]

2.2 Monitoring and Evaluation Arrangements in Practice

2.2.1 Central Management Committee, Subcommittees and Thematic Clusters

In practice, the coordination system developed several tiers. The Cabinet Committee on Social Security Programmes provided political oversight, while the CMC, chaired by the Cabinet Secretary, served as the main cross-government coordination body. Its agenda covered Action Plan implementation, programme consolidation, digital payments, beneficiary verification, the Single Registry, M&E, grievance redress and system diagnostics. CMC focal points and the Action Plan Development and Implementation Monitoring Subcommittee, coordinated by the Cabinet Division, handled more frequent operational follow-up. Five thematic clusters grouped ministries around social allowances; food security and disaster assistance; social insurance; labour and livelihoods; and human development and social empowerment.[14]

Meeting frequency varied. The Final Implementation Review records seven CMC meetings from 2021 to early 2025. The 2023-24 annual M&E report records two CMC meetings, seven meetings of CMC focal points, ten meetings of the Action Plan Development and Implementation Monitoring Subcommittee, and one meeting for each thematic cluster during that financial year. Cluster activity was less even in late 2024, including no reported Social Insurance Cluster meeting during the six months reviewed.[15]

2.2.2 Subnational Coordination and Monitoring Arrangements

Divisional, district and upazila social security management committees extended the governance structure below the national level. Union and upazila committees participated in beneficiary selection and verification, while district and divisional structures were expected to coordinate implementation and relay issues upward. Public courtyard meetings and local consultations were also used in some areas to verify lists and explain entitlements. Cabinet Division training and awareness activities reached districts, but the extent to which these structures generated consistent monitoring information differed by location and programme.[16]

2.2.3 NSSS Action Plans and Annual Implementation Progress Reporting

Action Plans I and II converted the NSSS into ministry-specific reforms, activities, indicators and timeframes. Action Plan II covered 2021-2026 and organised commitments by ministry and thematic cluster. The 2024 progress report states that it tracked 688 objectives and targets across 39 ministries and agencies. It was compiled from ministry submissions and consultations, reviewed by the Cabinet Division and the Action Plan subcommittee, and presented activity status against the relevant indicator and timeframe. This created the main government-wide mechanism for monitoring reform commitments.[17]

2.2.4 NSSS Results-Based M&E Framework and Annual M&E Reports

The 2017 framework provided the first formal strategy-level results matrix. Its 33 indicators drew on the NSSS, the Seventh Five Year Plan, Sustainable Development Goal indicators and social protection diagnostic work. Following the 2019 Mid-Term Implementation Review, the Cabinet Division began producing annual M&E reports. The 2023-24 report used a revised set of 27 indicators and drew on HIES 2022, budget data, ministry records, programme MISs, grievance data and the CODI assessment. Government guidance describes these reports as inputs to the CMC and the relevant parliamentary standing committee, together with follow-up actions.[18]

2.2.5 Programme-Level Monitoring and Ministry Management Information Systems

Programme monitoring remained ministry-led. By 2023-24, most large cash and food-transfer programmes had some form of digital MIS, including systems operated by the Department of Social Services, Department of Women's Affairs, Department of Disaster Management, Directorate of Technical Education, primary education authorities and the Ministry of Food. These systems supported enrolment, beneficiary records, payroll preparation, verification and government-to-person payments. Their reporting functions and data structures differed, and several were designed mainly for payment administration rather than regular analysis of expenditure, coverage, service quality and results.[19]

2.2.6 NSSS Web-Based M&E Dashboard

The dashboard design proposed two connected functions. A reform-tracking module would record Action Plan milestones, evidence, ministry sign-off and CMC verification. A programme M&E module would display non-identifiable data from programme MISs, with automated exchange where systems were ready and standard uploads elsewhere. The public dashboard now offers filters by ministry, thematic cluster, lifecycle group, programme type, target group, frequency and geography, and separates programme and Action Plan views. At the time of review, however, headline values were shown as "N/A" and the public page displayed no completed last-update date.[20]

2.2.7 SPBMU MIS, Single Registry, iBAS++ and Related Data Systems

The Finance Division's Social Protection Budget Management Unit (SPBMU) developed a separate but related operational environment for beneficiary and payment management. Its MIS and links with iBAS++ supported government-to-person transfers, financial control and beneficiary verification. The 2023-24 M&E report estimated that 88 per cent of cash payments across 27 programmes were digital in FY2022-23. Work on NID-based verification, detection of duplicate receipt and a Dynamic Social Registry advanced during Action Plan II. A policy for the registry was approved in late 2024 and initial implementation arrangements and pilot locations were established. These systems supported programme administration and financial monitoring, whereas the NSSS dashboard was intended to consolidate reform and performance information.[21]

2.2.8 Social Security Budget Reports and Financial Performance Information

Finance Division social security budget reports became the main consolidated source on programme allocations, classifications and reported beneficiaries. The FY2026-27 report was prepared from iBAS++ and information supplied by line ministries. It maps programmes by ministry, intervention, lifecycle stage and social protection function and presents current and prior-year allocations. The reports connect the NSSS reform agenda with the annual budget, although some beneficiary and programme information remains dependent on ministry submissions and is identified as provisional.[22]

2.2.9 Role and Coverage of the Implementation Monitoring and Evaluation Division

IMED monitored the physical and financial progress of social protection-related development projects and could report findings to the CMC. Its formal coverage centred on projects financed through the Annual Development Programme. Many major social security schemes are financed from the recurrent budget, placing them outside routine IMED project monitoring. Strategy-level reporting therefore depended on Cabinet Division, Finance Division, GED and ministry systems for much of the portfolio.[23]

2.2.10 Mid-Term and Final Implementation Reviews

The 2019 Mid-Term Implementation Review examined programme and institutional reforms using document review, administrative data, questionnaires and key-informant interviews. It tracked 86 programme activities and indicators and 50 institutional reform items, and recommended a web-based dashboard, better data mapping and clearer methods. A second mid-term review planned under Action Plan II was not completed. The Final Implementation Review, commissioned in 2026, assessed achievements across programmes, governance, delivery systems, M&E, grievance redress and reform implementation, drawing on ministry evidence and stakeholder consultations.[24]

2.2.11 Core Diagnostic Instrument Assessments

Bangladesh also used the Inter-Agency Social Protection Assessments Core Diagnostic Instrument to examine the system as a whole. The 2023 CODI report was the fourth application after rounds in 2017, 2019 and 2022. It assessed 47 indicators through documentary evidence, ministry data and a government-led technical scoring workshop. The instrument provided a repeated assessment of system characteristics, including inclusiveness, adequacy, governance, fiscal sustainability, coordination, responsiveness and

cost-effectiveness. It was a system diagnostic rather than an evaluation of individual programmes.[25]

2.2.12 SSPS-Supported Research and Other Analytical Evidence

The Social Security Policy Support Programme supported research on targeting and access, transfer modalities, demographic change, livelihoods, skills, programme consolidation, urban poverty and disability. A 2020 compendium brought together eight studies intended to inform NSSS implementation and future reform. Ministries also commissioned programme-specific research and evaluations. The Department of Women's Affairs, for example, used studies on enrolment, livelihoods, maternity benefits, nutrition and child development, while the documented evaluation portfolio was more limited in several other ministries.[26]

2.3 Accountability, Grievance Redress and Stakeholder Feedback

2.3.1 Central and Programme-Level Grievance Mechanisms

The Cabinet Division's central grievance redress system allowed online and written complaints, issued a tracking number, routed cases to designated officers and set resolution timeframes. Ministry and programme arrangements operated alongside it. The Department of Social Services integrated a tiered programme GRS into its MIS for FY2025-26, linking complaints with beneficiary and payment records. The Department of Women's Affairs was developing a hotline and central mechanism, while the Department of Disaster Management used local Project Implementation Officers to record complaints.[27]

2.3.2 Field-Level Access and Complaint Resolution

Field access combined digital submission with written and in-person channels. Union Digital Centres were instructed to receive complaints and forward them to the Upazila Nirbahi Officer, and ministries issued instructions to field offices. The annual M&E report recorded 24,756 grievances in FY2023-24, of which 20,271, or 82 per cent, were reported resolved. Comparable resolution rates were 81 per cent in FY2021-22 and 86 per cent in FY2022-23. The report did not provide a measure of cases resolved within the prescribed period.[28]

2.3.3 Beneficiary and Civil-Society Feedback

Beneficiary feedback also arose through local verification meetings, consultations, complaints, ministry studies and programme evaluations. Civil-society organisations and development partners participated in research and implementation reviews, while development-partner observers attended the 2023 CODI scoring workshop. A government and non-government organisation coordination committee was added to the CMC agenda during Action Plan II. These channels generated information beyond administrative reporting, though they were not assembled into a common strategy-level feedback product.[29]

2.3.4 Transparency and Public Access to Information

The SSPS website provides public access to the NSSS, Action Plans, annual progress and M&E reports, committee terms of reference and selected minutes, CODI reports, research and evaluation documents. The dashboard was also designed as a public reporting interface. Publication expanded access to strategy documents and findings, while the availability and update frequency of programme-level data varied across the online platforms.[30]

2.4 Use of Evidence in Policy, Planning, Budgeting and Implementation

Evidence entered decisions through several routes. CMC and subcommittee meetings used Action Plan status reports and ministry submissions to follow reforms, address implementation bottlenecks and issue instructions. Social security budget reports connected programme information with annual allocations, while NID verification and payment data informed work on duplicate receipt, digital payments and registry development. Implementation reviews, CODI assessments and commissioned studies provided less frequent evidence on system design and programme performance.[31]

Documented use was most visible where a ministry had both an operational data system and a programme of applied research. The Final Implementation Review records that the Department of Women's Affairs used studies and implementation evidence to revise programme guidelines, enrolment processes and targeting arrangements. Grievance information was used mainly to resolve individual cases, with less evidence of regular aggregation for programme redesign. Across government, the evidence-use process therefore operated through committee decisions, programme management, planning documents and budget preparation, rather than through one integrated performance review cycle.[32]

3 Assessment of Current M&E: Strengths, Gaps, and Lessons

3.1 Foundations and Achievements

The current NSSS period established more of the foundations for national monitoring, evaluation and accountability than existed before 2015. The Strategy defined strategic, operational and learning purposes for M&E; assigned responsibilities across central and line institutions; introduced a results framework; translated reforms into two Action Plans; and supported annual reporting, periodic implementation reviews, repeated CODI assessments, social security budget reports, research, ministry MISs, digital payments and grievance channels. Public access to many policy and analytical documents also improved. These are important assets for the next phase and should be retained rather than replaced without cause.[33]

The main limitation is that these assets did not develop into an integrated performance system. The most developed functions track whether actions occurred, funds were allocated, beneficiaries were registered or payments were made. They provide less consistent evidence on service quality, exclusion, benefit adequacy, beneficiary experience and changes in welfare. The Final Implementation Review describes substantial foundational progress but finds reporting inconsistency, incomplete digital integration, uneven evaluation coverage and limited documented use of evidence outside a small number of ministries. Recent external assessments reach a compatible judgement, recognising policy and delivery advances while identifying persistent fragmentation, targeting errors, weak institutional capacity and slow implementation of major reforms.[34]

3.2 Results Logic and Indicator Weaknesses

The 2017 results-based M&E framework was a useful first attempt to express the NSSS as measurable results. Its hierarchy, however, does not provide a sufficiently clear causal account of how reforms and programme performance were expected to produce national outcomes. The three outcomes combine different kinds of change: programme portfolio quality, digital and institutional capability, and population coverage. Several outputs are closer

to system attributes than results, while long-term indicators such as poverty, inequality and household income are affected by economic growth, inflation, labour markets, disasters and many policies outside the NSSS. The framework does not clearly identify contribution pathways, assumptions or the evidence needed to interpret these wider influences.

Indicator design also limits the framework's usefulness. Of the original 33 indicators, many measure the existence of a process or system, such as MIS production, meetings, programme classification or digital transfer. Several use CODI scores based on GED self-assessment, while others carry baselines and targets marked "TBA". Some definitions are technically incomplete. For example, selected "percentage reduction" indicators define a subtraction followed by division by 100 rather than calculating change against the prior value. Targets of 100 per cent for attending meetings or producing reports can reward administrative compliance without establishing whether coordination or programme management improved.[35]

The 2023-24 annual M&E report reduced the framework to 27 indicators and produced useful analysis from newer evidence, including HIES 2022 and CODI. This adaptation kept reporting possible, but the framework was not maintained as a clearly versioned performance instrument linking original baselines, revised definitions, current targets and reasons for change. The report itself recommends updating the framework, adding indicators for major programmes and further systematising data collection and reporting.[36]

Action Plan monitoring has a different but related problem. Action Plan II contains 688 objectives and targets across 39 ministries and agencies. This breadth supports whole-of-government follow-up, but many entries are activities or deliverables with generic status labels. "In progress" can cover a newly initiated action, a delayed commitment with an expired deadline, or work close to completion. The Final Implementation Review applied more informative performance categories to 137 indicators, but 18, or 13 per cent, could not be assessed. Neither instrument provides a concise line of sight from priority reforms to programme performance and beneficiary outcomes.[37]

3.3 Baselines, Data Availability, Data Quality and Disaggregation

The evidence base is strongest for expenditure, registered beneficiaries and payment administration. It is weaker for unique coverage, exclusion, service quality, adequacy, timeliness, household effects and the distribution of results among different groups. National surveys provide essential population-level evidence, but their timing is not suited to annual management. The long interval between HIES 2016 and HIES 2022 meant that several central indicators could not be updated during much of Action Plan II.

This limitation was anticipated in the original NSSS. It proposed an annual panel survey, potentially covering about 4,000 households between HIES rounds, to examine poverty and vulnerability dynamics, identify benefit receipt and assess effects over time. No evidence was identified that this survey was established during the strategy period. The 2019 Mid-Term Review reported that frequent panel surveys were required but that no regular plan existed; the 2026 Final Review again identified the need for frequent panel surveys and an updating mechanism. This is one of the clearest gaps between the original M&E design and implementation.[38]

Administrative and survey figures are also not always directly comparable. The Final Review notes that HIES covers only a subset of schemes and does not align with beneficiary totals reported through programme MISs. The annual M&E report identifies missing published analysis by income decile and an absence of consistent exclusion-error surveys. Programme databases use different definitions, reference periods and units, and counts can represent individuals, households, payment episodes or participant-months. Without a common data dictionary, metadata and reconciliation rules, consolidation can create an appearance of precision that the source data do not support.[39]

Disaggregation remains uneven. Some reports distinguish sex, lifecycle group, programme and rural or urban location, but disability, poverty status, income decile, ethnicity, geographic remoteness and intersecting disadvantages are not consistently available across systems. Data-quality assurance is rarely presented as a documented chain from programme entry through validation, correction, approval and revision. The next framework cannot resolve these gaps simply by adding more indicators; it must first determine which disaggregations are feasible, who validates them and how conflicting figures are reconciled.

3.4 Reporting Consistency, Timeliness and Comparability

Regular reporting developed later than the framework anticipated. In 2019, the first NSSS M&E report was still under preparation and the planned digital monitoring portal had not been developed. Annual reporting subsequently improved, but the Final Review records that the Action Plan progress report was not prepared in 2025 and that the planned second Mid-Term Review was not undertaken.[40]

The available products also serve different purposes and periods. Action Plan reports track ministry commitments, annual M&E reports interpret a smaller strategy-level indicator set, budget reports present allocations and reported beneficiaries, and implementation reviews apply separate performance classifications. These are all useful, but changes in indicator sets, definitions and evidence coverage make year-to-year comparison difficult. A status recorded as completed in one product may still require assessment of operational use, quality or outcomes in another.

The reporting burden is therefore high while the strategic signal remains diffuse. A 688-item Action Plan can support detailed administrative follow-up, but it is too large to function as the central performance view for senior decision-makers. Conversely, a short indicator framework cannot explain programme variation unless it is connected to ministry and programme evidence. The missing product is a regular, consolidated NSSS performance report that distinguishes reform delivery, programme performance, population outcomes, beneficiary feedback and evaluation findings, with comparable time series and an explicit account of data limitations.

3.5 Digital Systems, Interoperability and Information Fragmentation

Digitisation has improved enrolment, verification, payroll processing and payment monitoring for several large programmes. It has not yet produced a shared national performance information environment. Ministry MISs were built at different times for different operational purposes. Some support analytical reporting, while others focus primarily on registration and payment. The dashboard assessment found cases where programme reports were passed to

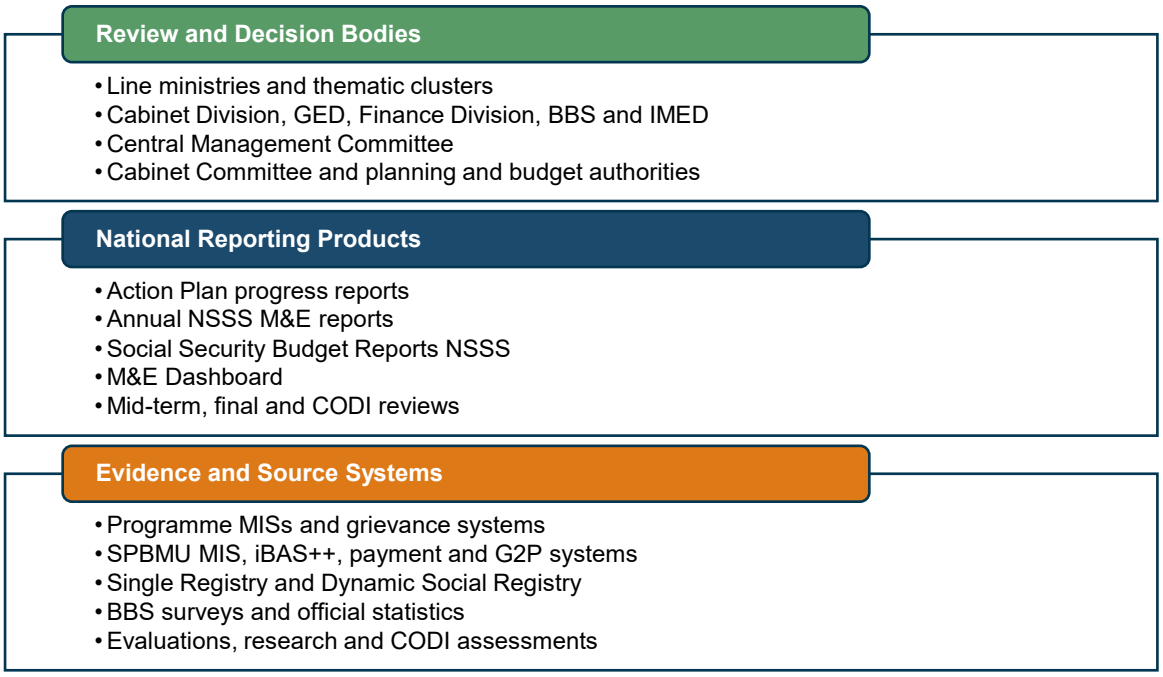
ministries in hard copy, M&E manuals were absent or outdated, and links with financial systems were incomplete. The Final Review still found manual monitoring in some ministries and wide variation in dashboard development and use.[41]

The intended NSSS dashboard design recognised this problem. It proposed separate reform-tracking and programme-M&E components, automated exchange with ready MISs, standard uploads for other programmes, supporting evidence, verification, disaggregation, privacy rules and a full-time administrator. It also identified prerequisites including formal permission for data exchange, assigned focal points, API connections, user testing, an inter-ministerial operating group and training on how to use the information.[42]

The public platform has not yet delivered that intended functionality. At the point of review, it displayed filters for ministries, thematic clusters, lifecycle groups, programme types, target communities and geography, but its headline fields showed “N/A” for programmes, budget, beneficiaries, services received and sex-disaggregated beneficiaries, with no completed last-update date.[43] This does not mean that no data exist within government. It means the public dashboard is not currently functioning as a reliable national performance product or accountability interface.

A dashboard is the presentation layer of a performance system, not the system itself. Its value depends on indicator definitions, source-system ownership, scheduled submissions, automated or controlled exchange, quality checks, approval, analysis and use. It should not become a parallel beneficiary database, duplicate the Single Registry or absorb identifiable data unnecessarily. The separation among programme MISs, the SPBMU environment, iBAS++, the Single Registry and the NSSS dashboard is appropriate, but the relationships and exchange rules among them must be formally governed. CODI also identified remaining use of Word and Excel files in some programmes and recommended programme-level data-protection policies and secure MIS expansion.[44]

Figure 1: Current NSSS Performance Information Environment and Integration Gaps



3.6 Institutional Mandates, Capacity and Accountability Gaps

The CMC provides senior authority and a forum for issues that no single ministry can resolve. It advanced Action Plan II, digital verification, the registry agenda, adaptive social protection and other cross-government matters. Seven meetings between 2021 and early 2025 broadly met the formal expectation of two meetings per year, although no meeting was recorded in 2022. Thematic cluster activity was less consistent: during the six months before the November 2024 CMC meeting, one cluster met twice, three met once and the Social Insurance Cluster did not meet.[45]

The issue is therefore not simply the number of CMC meetings. The model asks a large, senior committee to combine political oversight, inter-ministerial coordination, reform troubleshooting and performance review across a very broad portfolio. A body meeting approximately every six months can approve direction and escalate blockages, but it cannot itself validate data, examine programme trends, manage evaluations or track corrective action continuously. Its agenda has also been dominated by major administrative reforms, leaving limited space for systematic review of outcomes, beneficiary experience and learning.

Supporting bodies were intended to fill this gap, but their operation has depended on focal points, subcommittees, thematic clusters and project-supported technical teams whose authority, time and analytical capacity vary. Frequent staff transfers weaken institutional memory. CODI found an average vacancy rate of about 20 per cent at subnational level, few dedicated monitoring units and a need for stronger MIS and M&E capabilities. The Final Review similarly finds that staffing, systems and analytical capacity have not kept pace with expanded mandates.[46]

Mandates are also divided in ways that leave coverage gaps. GED, the Cabinet Division, Finance Division, IMED, BBS and line ministries each hold part of the system, but no permanently resourced technical secretariat clearly owns the complete performance cycle. IMED's routine remit focuses on development-budget projects, while many large social security programmes are financed from the revenue budget. The World Bank has also noted that coordination remains complex and that closer integration between NSSS implementation and resource allocation is required.[47] Senior oversight should therefore be supported by a standing technical function with authority to set standards, challenge submissions, commission evaluations, prepare performance analysis and track decisions.

3.7 Evaluation Coverage, Independence and Methodological Capacity

Evaluation is the least institutionalised part of the current system. The 2019 Mid-Term Review and 2026 Final Review provided valuable strategy-wide assessments, and four CODI exercises created a repeated system diagnostic. These do not amount to a regular programme evaluation architecture. The planned second Mid-Term Review was not undertaken, and the Final Review found that most ministries lacked structured evaluation cycles. MoWCA had commissioned a substantial body of research and evaluation, but MoSW reported no mid-term or end-term programme evaluations because it lacked a survey or research mechanism, and MoDMR reported no impact evaluations.[48]

CODI adds value by applying consistent criteria across the system and drawing government and development partners into a shared assessment. Its four-point scores are evidence-

informed judgements agreed through a technical process, not estimates of programme effects. CODI cannot determine whether a transfer caused changes in consumption, nutrition, employment, empowerment or resilience, nor can it explain why eligible people were excluded from a particular programme.

There is no published multi-year evaluation plan covering major programmes, cross-cutting reforms and thematic questions. Common standards for evaluation questions, mixed methods, independence, ethics, quality assurance, publication and management response are also not consistently applied. Limited survey frequency and weak methodological capacity further restrict credible outcome and impact assessment. The Final Review recommends a practical methodological handbook, a defined cycle of stand-alone evaluations and greater use of independent research organisations, noting that preparation of the annual M&E report within the coordinating institution can create a perceived or actual risk to objectivity.[49]

The next system needs both internal and independent functions. Ministries require routine monitoring, operational reviews and learning studies they can use quickly. Major outcome, impact and system evaluations require sufficient independence, published methods and transparent findings. National reviews should assess the strategy, while programme evaluations test design and delivery at the level where corrective action can occur.

3.8 Accountability, Grievance and Beneficiary-Feedback Gaps

The existence of a central GRS, programme channels, tracking numbers and escalation arrangements is an important achievement. Reported resolution rates were above 80 per cent from FY2021-22 to FY2023-24. However, the FY2023-24 figure of 24,756 complaints is very low relative to the scale of the national population and social protection caseload. It should not be read as evidence that problems are rare. It may reflect limited awareness, difficulty accessing channels, reliance on informal intermediaries, fear of consequences or a belief that complaints will not change eligibility or payment decisions. The annual report had no data for its indicator on resolution within 30 days.[50]

The available metric also measures administrative closure, not the quality of redress. It does not show whether decisions were fair, complainants were satisfied, appeals were possible, recurring causes were corrected or excluded applicants gained access. CODI found limited information on complaint volumes, resolution time and satisfaction, unclear citizen awareness and possible access constraints related to digital literacy and computer access. It also noted that the small number of central complaints suggested awareness activities had not reached most beneficiaries.[51]

Earlier government evidence indicates what can improve use. A 2019 pilot in Kurigram combined online and offline channels, public hearings, hotlines, complaint boxes, local offices, awareness materials and capacity-building. Complaints increased by 10.6 per cent between baseline and endline, while the reported resolution rate rose from 83.3 to 95.1 per cent. This does not establish national impact, but it shows that low use is partly a design and outreach issue rather than simply low demand.[52]

The SSPS research compendium gives a wider explanation of weak voice and access. Its barriers study identified lack of awareness, administrative difficulty, inaccurate identity records, local discretion, alleged favouritism and malpractice, social stigma and low

participation by marginalised groups. It recommended open beneficiary-list meetings, NGO and community involvement, clearer criteria and stronger local accountability.[53] These findings show why an online complaints platform alone cannot provide accountability.

Beneficiary feedback should also extend beyond grievances. Regular experience surveys, community consultations, social audits, frontline-worker feedback, civil-society review and qualitative research are needed to identify problems people do not formally report. Recent public commentary similarly argues that the GRS remains mainly an administrative complaint mechanism and should evolve into a multi-channel system that analyses recurring issues and feeds them into programme improvement.[54]

3.9 Use of Monitoring, Evaluation and Research Evidence

Bangladesh has produced a substantial body of policy research, diagnostic assessment and implementation reporting. The constraint is not only evidence supply, but the absence of a consistent process for converting evidence into decisions. The original NSSS envisaged review by the CMC and parliamentary committees, recording of actions taken and links to performance budgeting. In practice, documented use is clearest for operational and administrative reforms, including digital payments, beneficiary verification and registry development.

MoWCA provides a positive programme-level example. The Final Review records that it used research to revise guidelines, modernise VWB enrolment and adjust targeting. Comparable feedback loops are weak or undocumented in most other ministries. The research compendium contains detailed findings on access barriers, cash and food transfers, demographics, livelihoods, programme harmonisation, urban poverty and disability, but there is no common management-response system showing which recommendations were accepted, assigned, financed, implemented or rejected.[55]

Committee oversight has not fully filled this gap. CMC meetings can authorise reforms and resolve selected cross-ministry matters, but their cadence and broad agenda do not support regular learning at programme level. Action Plan status reporting is primarily an accountability tool for agreed tasks, not a structured process for testing assumptions or redesigning programmes. Budget reports consolidate financial information, but the link between measured performance and allocation decisions remains limited.

Evidence use is also vulnerable when studies, dashboards, training and technical functions depend on time-bound development-partner projects. External support has generated valuable products, but permanent government roles, budgets and routines are needed to sustain them. A formal annual performance review, ministry management responses, a decision tracker and scheduled follow-up would make evidence use observable rather than assumed.

3.10 Lessons and Design Requirements for the Next Strategy

The assessment points to eight requirements for the next NSSS performance architecture.

1. **Replace the current framework with a selective results architecture.** The next framework should define a long-term goal, a small number of strategy outcomes and

intermediate reform results, with explicit contribution pathways, assumptions and risks. Indicators should be technically defined, baselined, targeted and documented through methodological notes. Action Plan activities should remain in a separate implementation tracker.

2. **Connect national and programme-level MEAL.** Every major programme should have a minimum performance package covering inputs, delivery, outputs, coverage, timeliness, adequacy, exclusion, service quality, grievances and selected outcomes. Programme systems should remain ministry-owned, while a limited set of comparable indicators feeds national reporting.
3. **Create a tiered governance model.** The CMC should retain high-level oversight and escalation. A permanently staffed technical secretariat should manage standards, data validation, analysis, evaluation commissioning and decision tracking. Thematic clusters should review related programmes and unresolved cross-ministry issues on a fixed schedule, with defined outputs rather than meetings as the main measure of performance.
4. **Establish a national evaluation and survey programme.** This should include a costed multi-year evaluation plan, regular independent evaluations of major revenue-funded programmes, thematic and system studies, beneficiary-experience research and a panel or longitudinal survey mechanism aligned with HIES. Evaluation findings should be published with management responses.
5. **Treat the dashboard as the public reporting layer of a governed data system.** Common identifiers, definitions, metadata, exchange standards, submission calendars, quality controls and access rules must precede full dashboard use. Programme MISs, the Single Registry, SPBMU, iBAS++ and the dashboard should have distinct functions and documented exchange arrangements.
6. **Expand accountability from complaint handling to feedback and redress.** GRS reporting should cover access channel, complaint type, processing time, decision, appeal, satisfaction and recurring causes, disaggregated where safe. Offline channels, community validation, surveys, civil-society participation and safeguards for complainants should be built into programme design.
7. **Align reporting with decision cycles.** A single annual NSSS performance report should integrate reform progress, programme evidence, fiscal analysis, evaluation findings and beneficiary feedback before key planning and budget decisions. Senior reviews should record decisions, owners, deadlines and follow-up status.
8. **Fund capability and continuity as system functions.** Dedicated M&E and data staff, programme focal-point handovers, manuals, training, evaluation budgets and data-quality work should be treated as recurring administrative costs. Framework version control, an accessible evidence repository and scheduled methodological review are required to preserve institutional memory.

4 Design Principles for Next NSSS Performance Architecture

4.1 Vision and Intended Functions

The vision is that, by 2035, Bangladesh operates a nationally owned performance architecture that is routinely used to assess whether social protection is improving people's lives, whether major reforms are progressing, and whether the institutions and delivery systems needed to sustain those results are becoming more capable, inclusive and accountable. The architecture

should convert monitoring, evaluation, accountability and learning from separate reporting activities into one strategy-management process.[56]

This requires two connected perspectives. The results perspective should assess changes in coverage, adequacy, equity, access, timeliness, resilience and selected welfare outcomes. The systems perspective should assess whether governance, financing, programme design, delivery processes, local administration, data systems, grievance redress, evaluation and shock-response arrangements are improving over time. A system should not be considered successful merely because a policy, committee, MIS or protocol exists. Performance should show whether it is operational, consistently used, producing information or services of acceptable quality, and leading to better results.

The architecture should perform five functions: provide a concise national account of progress; identify delivery, policy and system constraints early; support decisions on reform sequencing, programme design and resource allocation; strengthen accountability to senior government bodies and the public; and organise learning so that evidence leads to documented adjustments. Stable definitions, time series, records of decisions and scheduled reviews should preserve continuity when officials and institutional arrangements change.

4.2 Scope and Boundaries of Strategy-Level Performance Management

The architecture should remain selective and national in scope. It should not reproduce the operational monitoring of approximately 95 programmes, replace ministry MISs, or centralise every activity and indicator. Line ministries should continue to manage programme inputs, activities, outputs, expenditure, beneficiary records, service delivery and programme-specific outcomes. The strategy level should draw only the information needed to assess national priorities, major programme performance, system development and beneficiary experience.[57]

Four evidence levels should be connected: population and protection outcomes; NSSS outcomes and intermediate results; reform and system performance; and a common minimum set of evidence from major programmes. Detailed Action Plan commitments should be maintained in a separate implementation tracker. This separation will prevent activity completion from being treated automatically as an outcome, while allowing delayed or blocked reforms to be escalated.

The ten-year architecture should also link different government cycles. Stable NSSS outcomes should extend to 2035. A first performance period should align indicators, baselines and targets with the Five-Year Strategic Framework FY2027-2031, followed by a second period covering the remaining NSSS years and linked to the successor national plan. Annual milestones and reviews should be timed to inform ministry planning, the Medium-Term Budget Framework, Annual Performance Agreements and the social security budget process. Poverty, inequality and other national trends should be reported as context and long-term outcomes, but the NSSS should assess its contribution to them rather than claim direct attribution.

Table 1: Performance Levels and Reporting Boundaries

Performance Level	What it Should Measure	Principal Evidence	Ownership and Primary Use
Population and protection outcomes	Poverty, effective coverage, adequacy, equity, resilience and selected wellbeing changes. These measures show national trends and NSSS contribution, not direct attribution.	HIES, MICS, Labour Force Survey, SVRS, census data, beneficiary surveys and evaluations	BBS produces official statistics. GED and the standing technical function interpret the findings for national planning, strategy review and public reporting.
NSSS outcomes and intermediate results	Progress against the five strategy outcomes, including changes in protection, access, service linkages, worker coverage, shock response and national system performance	Core NSSS indicators, consolidated administrative and fiscal data, grievance and feedback evidence, evaluations and research	The standing technical function consolidates the evidence. GED and the Cabinet Division assure strategic alignment. The CMC reviews performance and approves priority action.
Reform and system performance	Whether major reforms are established, operational, routinely used and producing verified improvements in delivery or results	Action Plan evidence, system audit logs, programme assessments, data-quality reviews, CODI and thematic evaluations	Reform-owning ministries produce evidence. The standing technical function validates progress, thematic clusters review related reforms, and the CMC addresses cross-ministry constraints.
Major programme performance	Expenditure, intended and actual beneficiaries, effective coverage, benefit levels, timeliness, targeting, service quality, grievances and selected outcomes	Programme MISs, payment systems, financial records, GRS data, programme surveys and evaluations	Line ministries and implementing agencies retain ownership and use the evidence for programme management. Agreed comparable measures feed thematic and national reporting.
Action Plan outputs and milestones	Policies, rules, pilots, systems, operational changes and other time-bound implementation commitments	Evidence-backed Action Plan tracker, approved documents, completion records and verification evidence	Responsible ministries submit evidence. Cabinet Division and the standing technical function verify status, identify delays and escalate blocked or overdue actions.

4.3 Relevant International and Regional Lessons

International practice supports a combined focus on results, delivery systems and evidence use. ILO Recommendation No. 202 calls for regular collection, analysis and publication of appropriately disaggregated social security data, together with periodic evaluation through national consultation. World Bank guidance shows that high-level outcomes depend on the performance of the full delivery chain, including outreach, registration, eligibility decisions, payments, case management and grievances. It also advises selectivity: indicators should be measurable, useful for decisions and suited to system maturity, with client-focused assessments, process evaluations and institutional reviews used where routine monitoring cannot answer the main questions.[58]

Regional experience offers two practical lessons. India's Aspirational Districts Programme uses a limited set of indicators, measures incremental change and makes performance visible through a dashboard. Its emphasis on improvement from baseline is relevant, although public rankings would be less suitable for Bangladesh ministries with different mandates, resources and data readiness. Pakistan's Social Protection Delivery Unit illustrates the value of a standing technical function that supports national strategy monitoring, regular stocktaking, evaluation, stakeholder communication and capacity development.[59] These cases support a Bangladesh model in which senior committees retain authority while a permanent technical function performs the continuous analytical work.

No external model should be copied as a complete package. Bangladesh already has established mandates, programme MISs, budget systems, surveys, the CMC structure, CODI experience and a planned dashboard. The design task is to connect and improve these assets through standards and decision routines that government can finance and maintain.

4.4 Design Principles

4.4.1 Strategic Relevance and Decision Usefulness

Every strategy-level measure should answer a defined performance question and have an identified user, decision and review point. Indicators should show either a priority result, a material risk or a system condition needed to achieve results. Each should have a methodological note covering purpose, definition, calculation, source, frequency, disaggregation, responsibility and interpretation. Measures with no credible decision use should not enter the core framework.

Results and system indicators should be interpreted together. For example, establishing a Dynamic Social Registry is a reform milestone, but its performance concerns whether records are updated, priority programmes use it, errors decline and eligible people gain access. This approach avoids equating institutional activity with improved protection.

4.4.2 Simplicity, Selectivity and Feasibility

The national framework should contain a small core set of indicators, supported by more detailed programme and Action Plan information. The number should reflect the analytical capacity of responsible institutions and the time available for review, not the full range of desirable data. International guidance similarly cautions that indicator value must be weighed against collection and reporting cost.[60]

Feasibility should be assessed indicator by indicator. The first performance period should prioritise credible administrative, fiscal and survey sources already available or achievable with limited improvement. New surveys, automated data exchange and advanced measures should be phased, with clear costs and institutional owners. A stable core should preserve time-series comparison, while a small number of temporary indicators may track new reforms or corrective actions.

4.4.3 National Ownership and Institutional Accountability

The architecture should operate through government mandates, budgets and staff positions. Line ministries should own programme data and corrective action; GED and the Cabinet Division should consolidate strategy evidence; Finance Division should connect performance with expenditure and budget review; BBS should lead national statistical standards and survey evidence; and IMED and independent organisations should provide complementary evaluation. The CMC and Cabinet Committee should focus on strategic direction, major performance issues and cross-ministry constraints.[61]

A standing technical function is needed to maintain methods, validate submissions, coordinate evaluation, prepare analysis and track decisions between senior meetings. Responsibilities should be assigned to institutions rather than individual focal persons, with standard handover records and funded recurring functions. Early system assessments should support joint problem-solving and capacity improvement, not punitive comparisons that discourage accurate reporting.

4.4.4 Equity, Inclusion and Disaggregation

The architecture should reveal who benefits, who remains excluded and whether service quality differs across groups. A minimum disaggregation standard should cover sex, lifecycle stage, disability, geography, urban or rural residence and poverty or vulnerability status where the source permits. Additional categories should be used where relevant to a programme or risk, including marginalised communities, climate exposure and migration status.[62]

Disaggregation should be purposeful and safe. Where routine systems cannot produce reliable data, targeted surveys or qualitative studies may be more appropriate than adding poorly completed fields. Grievance data, beneficiary-experience surveys, community consultation and research with eligible non-beneficiaries should identify barriers that administrative records cannot show.

4.4.5 Data Quality, Interoperability and Proportionality

Common definitions, units, identifiers, reference periods, metadata and validation rules should precede data consolidation. Programme MISs, the Dynamic Social Registry, SPBMU MIS, iBAS++, grievance systems and the NSSS dashboard have different functions. They should exchange approved data where useful, but should not be merged into one system or duplicate identifiable beneficiary information.[63]

Data-quality arrangements should specify who enters, checks, approves, corrects and releases each measure. Automated exchange should be used only where source systems and permissions are ready; controlled templates may remain appropriate elsewhere. Verification effort should be proportionate to the importance, risk and intended use of the data.

Published figures should identify material limitations and revisions rather than presenting uncertain estimates as exact.

4.4.6 Transparency, Learning and Adaptability

Approved aggregate results, indicator methods, evaluation findings and management responses should be made public, subject to privacy and security safeguards. Transparency should include explanation of gaps, delays and revisions, not only achievements. Independent evaluation and periodic verification should complement internal monitoring, particularly for major programmes and contested results.[64]

The framework should be adaptable without losing continuity. A formal methodological review at the end of each five-year period should retain core measures where possible, document changes and re-establish baselines when necessary. Annual reviews should produce decisions, responsible institutions, deadlines and follow-up status. Learning should also occur through thematic reviews, programme reflection and beneficiary feedback rather than waiting for a mid-term or final evaluation.

4.5 Proposed Integrated Performance Architecture

4.5.1 Results and Indicator Component

This component should define the NSSS goal, a limited number of strategy outcomes, intermediate results, contribution pathways, assumptions and risks. Its indicators should combine results for people with system-performance measures. System measures should use evidence-based progression stages, for example: formally established; operational; routinely and consistently used; and producing verified improvement. Detailed thresholds will depend on the reform, but each stage must measure a substantive change rather than the passage of time.

4.5.2 Data and Reporting Component

This component should contain indicator reference sheets, a data-source map, submission and validation calendars, quality controls, reporting responsibilities and version rules. It should produce a concise annual NSSS performance report that integrates reform progress, programme evidence, fiscal information, beneficiary feedback and evaluation findings. The dashboard should display approved aggregate information from this process. It should be the public and management-facing presentation layer, not a substitute for data governance, analysis or reporting.

4.5.3 Accountability and Feedback Component

This component should connect formal oversight with citizen and frontline evidence. It should define escalation routes from programme and thematic-cluster review to the CMC and Cabinet Committee, and require management responses for significant findings. GRS information should cover access channel, complaint type, processing time, outcome, appeal and recurring causes. Beneficiary surveys, local consultations, social audits, civil-society input and frontline-worker feedback should capture issues that do not become formal complaints.

4.5.4 Evaluation and Learning Component

A costed multi-year evaluation agenda should cover major programmes, cross-cutting reforms and system questions. It should combine independent programme evaluations with process reviews, beneficiary assessments, thematic studies, data-quality reviews and strategy-level

mid-term and final evaluations. A panel or other longitudinal survey mechanism linked with BBS survey planning should be phased in where its decision value and financing are confirmed. Findings should be published with management responses and discussed through scheduled learning sessions.

4.5.5 Evidence-to-Decision Component

This component should specify when, where and by whom evidence is considered. An annual strategic performance review should occur early enough to influence planning and budget decisions. The technical function should prepare a consolidated analysis and decision agenda; clusters and ministries should propose responses; the CMC should approve priority actions and escalate major constraints; and Finance Division and relevant ministries should reflect agreed changes in budgets, programme rules and implementation plans. A decision tracker should record the action, responsible institution, deadline, resource implication and follow-up status.[65]

Figure 2: Proposed Integrated NSSS Performance Architecture



5 Proposed Results Architecture

5.1 Theory of Change and Contribution Pathways

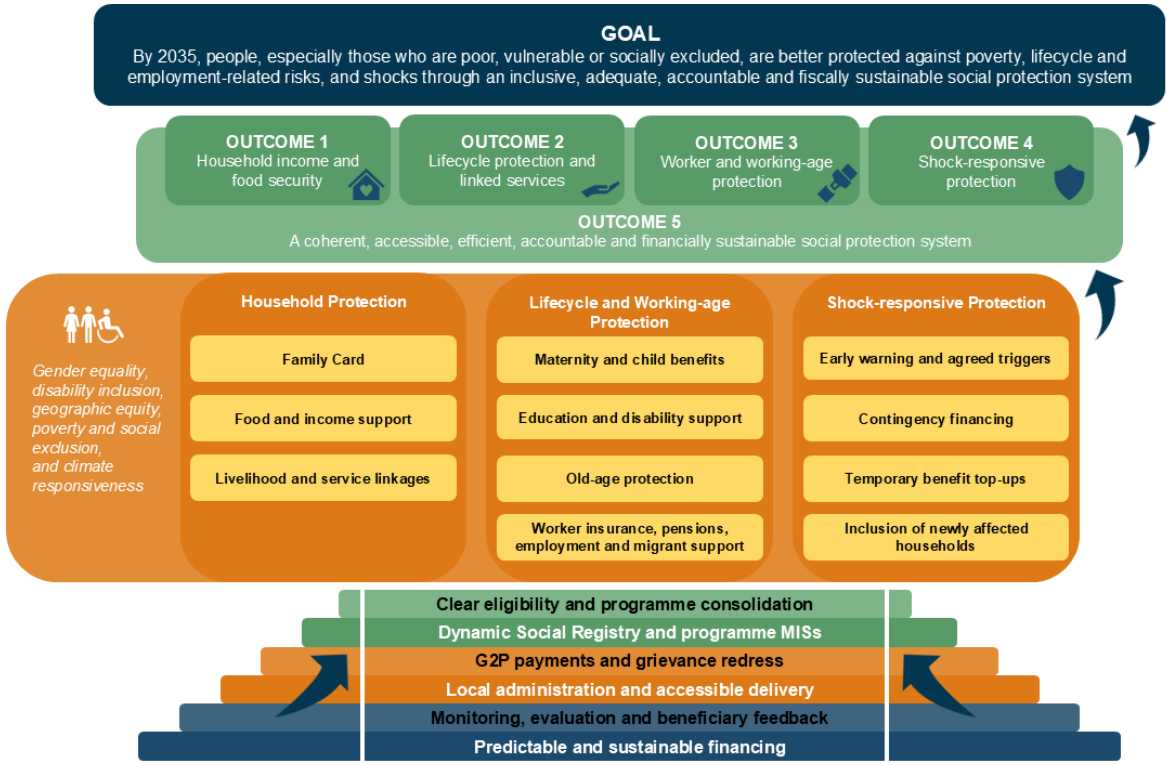
The proposed theory of change is that, if Bangladesh progressively expands adequate household and lifecycle protection, develops worker social insurance, builds capacity to respond to shocks, and improves the coherence, financing and accountability of delivery systems, then poor, vulnerable and socially excluded people will experience greater income security, better access to essential support across the lifecycle, and stronger resilience. Over time, these changes should contribute to lower poverty and inequality and more inclusive human development. This contribution depends on reforms being sequenced within available fiscal, political and administrative capacity.[66]

The pathway has three connected layers. The first protects poor and vulnerable households through the Family Card and selected food, livelihood and service linkages. The second

addresses individual risks through maternity and child benefits, education support, disability benefits, old-age protection, worker insurance and migrant-worker support. The third protects households and communities against covariate shocks through humanitarian assistance, adaptable programmes, early warning, contingency finance and scalable delivery. These layers rely on common system functions, including programme consolidation, clear eligibility rules, adequate benefits, a Dynamic Social Registry, programme MISs, G2P payments, grievance redress, local administration and credible monitoring.

The causal claim should remain one of contribution rather than direct attribution. Poverty, nutrition, school participation, employment and resilience are influenced by macroeconomic conditions and public services beyond the NSSS. The architecture should therefore test whether reforms improve protection and whether changes are consistent with the expected pathways, using monitoring, evaluation and beneficiary evidence together.

Figure 3: Theory of Change for the Next NSSS



5.2 Results Hierarchy and Definitions

The results hierarchy should distinguish five levels while keeping the strategy framework focused on the upper three.

- **Long-term goal:** the ten-year change in people's protection and wellbeing to which the NSSS contributes.
- **Strategy-level outcomes:** material changes in coverage, adequacy, access, income security, resilience and system performance expected by 2035.
- **Intermediate results:** medium-term changes in programme reach, service quality, institutional practice and system capability that make the outcomes more likely.

- **Outputs and reform milestones:** completed products, services and operational changes for which ministries can be held directly responsible, such as approved rules, functioning registration processes, benefit delivery and pilots completed to standard.
- **Activities and inputs:** the work, staffing, financing, technology and technical assistance required to produce outputs.

The core NSSS matrix should contain the goal, outcomes and intermediate results. Action Plans should translate intermediate results into sequenced outputs, milestones, responsibilities and budgets. Programme results frameworks should retain detailed operational measures. This separation prevents meetings, policies, platforms or expenditure from being reported as outcomes, while allowing national reporting to draw on programme evidence.[67]

5.3 Long-Term Goal and Strategy-Level Outcomes

The proposed long-term goal is:

By 2035, people in Bangladesh, especially those who are poor, vulnerable or socially excluded, are better protected against poverty, lifecycle and employment-related risks, and covariate shocks through an inclusive, adequate, accountable and fiscally sustainable social protection system.

Five strategy-level outcomes are proposed.

1. Poor and vulnerable households have more adequate, predictable and equitable income and food security, with fewer eligible households excluded from support. This outcome places the Family Card at the centre of poverty-focused household assistance while retaining necessary lifecycle and group-specific protection.
2. People have more effective protection against lifecycle risks and better access to linked services that support health, nutrition, education, care, disability inclusion and old-age security.
3. Workers and working-age people have improved protection against employment-related income loss and better access to social insurance, employment, skills, livelihood and migrant-worker support.
4. Households and communities exposed to climate, disaster, health, food-price and economic shocks receive faster and more suitable support and recover with fewer harmful coping strategies.
5. The national social protection system is more coherent, accessible, efficient, transparent, accountable and financially sustainable.

Progressive realisation of the right to social protection is embedded across all five outcomes. It should be assessed through eligibility, effective coverage, adequacy, accessibility, continuity, grievance and appeal, rather than through a separate outcome based mainly on laws or policy statements.

These outcomes group the government's seven reform priorities by the changes they are intended to produce. They also reflect the FY2026-27 policy direction, which combines nationwide Family Card expansion with continued lifecycle allowances, benefit increases,

improved beneficiary selection, inflation-sensitive review, digital payments and development of the Dynamic Social Registry.[68]

5.4 Intermediate Results and Reform Pathways

The outcomes should be supported by a limited set of intermediate results.

Under **Outcome 1**, the Family Card progressively reaches poor and vulnerable rural and urban households through transparent selection, direct payment and accessible appeal. Benefit levels are reviewed against need and inflation. Household records are updated regularly, while reassessment and graduation rules protect households from abrupt loss of support and link those leaving assistance with time-bound employment or livelihood services.

Under **Outcome 2**, core programmes progressively close coverage gaps for pregnancy and early childhood, school-age children, older persons and persons with disabilities. Cash support is linked where feasible with nutrition, health, education, care, assistive devices and other relevant services. Programme design recognises that disability can arise at any age and that lifecycle needs differ in cost, duration and delivery requirements.

Under **Outcome 3**, employment injury protection moves from pilot arrangements towards a legal and operational insurance branch. Unemployment, maternity and sickness insurance proceed through consultation, actuarial work and feasible pilots before wider expansion. A workers' database and stronger administrative arrangements support registration, contribution tracking, portability and claims. Workfare, active labour-market measures, the Universal Pension Scheme and migrant-worker support provide complementary pathways for people outside or moving between formal employment.

Under **Outcome 4**, humanitarian assistance is consolidated without interrupting emergency support. Major programmes establish agreed triggers and procedures for temporary benefit top-ups and inclusion of newly affected households. Early warning information, contingency financing, registry data, local validation and scalable payments are tested together, with performance assessed through timeliness, reach, continuity and recovery rather than the existence of a protocol alone.

Under **Outcome 5**, overlapping programmes are reduced and genuine social protection expenditure is more clearly classified and progressively increased within fiscal capacity. The Dynamic Social Registry, programme MISs, the Single Registry, iBAS++, G2P systems and grievance mechanisms operate through defined roles and exchange standards. System reforms should progress from formal establishment to operation, routine use and verified improvement. National and local institutions use performance, fiscal, evaluation and beneficiary evidence to correct delivery problems and adjust programme design.[69]

5.5 Linkages with Lifecycle and Shock-Responsive Priorities

The results architecture should use the lifecycle as an analytical lens, not as five separate reporting silos. The Family Card addresses household poverty that can affect all members. Lifecycle programmes address individual risks during pregnancy and early childhood, school age, working age and old age. Disability protection applies across every stage. Social

insurance addresses employment-linked risks, while humanitarian and adaptive arrangements respond to shocks that can affect whole communities.

Every outcome should therefore be examined by lifecycle stage and shock exposure. During a crisis, the system should maintain regular benefits, provide temporary top-ups where needs increase, include newly affected households, and link emergency support with recovery. The national framework should track whether these functions work together, while programme frameworks retain the detailed measures for each benefit or service.[70]

5.6 Cross-Cutting Results, Equity and Inclusion

5.6.1 Gender Equality

Gender results should extend beyond counting women beneficiaries. Measures should examine women's control over Family Card transfers, access to maternity and worker protection, school retention, financial inclusion, employment pathways, care services, safety and grievance channels. Issuing the Family Card in the name of the mother or female household head creates an opportunity for greater agency, but monitoring should test decision-making power and unintended household effects rather than assume empowerment. Results should be disaggregated by sex and age and, where feasible, disability, location and household type.

5.6.2 Disability Inclusion

Disability inclusion should combine income support with recognition of disability-related costs, accessible enrolment and payment, suitable communication, assistive devices, care, rehabilitation, education and employment support. The framework should measure coverage of eligible persons, benefit adequacy, service accessibility, time required for certification and enrolment, and successful resolution of access barriers. Persons with disabilities and their representative organisations should participate in programme review. This approach is consistent with the right to social protection under Article 28 of the Convention on the Rights of Persons with Disabilities.[71]

5.6.3 Geographic, Urban and Rural Equity

National averages should be supplemented by evidence for divisions, districts and selected high-risk areas. Analysis should distinguish urban and rural populations and examine city corporations, informal settlements, chars, haors, coastal and drought-prone areas, hill and remote locations, river-erosion zones and climate-displaced communities. Geographic equity concerns not only beneficiary numbers, but also need-adjusted coverage, payment reliability, access cost, benefit adequacy and local service capacity. Urban expansion should be assessed alongside continued access in remote rural locations.

5.6.4 Poverty, Vulnerability and Social Exclusion

Poverty targeting should combine administrative and survey evidence, regular updating, local validation and an accessible right of appeal. Eligibility should account for households near the poverty line and those exposed to recurrent shocks, not only current income or assets. Marginalised communities should receive the Family Card where poverty criteria are met, while targeted support should continue where discrimination, identity barriers, disability, language, mobility or social exclusion cannot be addressed through a household transfer. Reassessment should identify both exclusion and inappropriate inclusion.

5.6.5 Climate and Shock Responsiveness

Climate and shock responsiveness should be both a distinct outcome pathway and a requirement across major programmes. Results should cover preparedness, trigger activation, financing availability, vertical and horizontal expansion, timeliness, inclusion of newly vulnerable people, continuity of regular payments and recovery. Data should identify whether women, children, older persons, persons with disabilities, informal workers and people in high-exposure locations receive suitable support. Coordination with disaster risk management and climate adaptation systems should be tested through simulations and actual responses.

5.7 Assumptions, External Risks and Enabling Conditions

The theory of change depends on several assumptions. Political commitment must continue beyond initial programme launches; ministries must accept clearer programme roles and common standards; budget allocations must cover both benefits and administration; and national and local staff must have the authority and capability to implement reforms. Employers and workers must reach sufficient agreement on contribution-based insurance. People must be able to register, receive payments and seek redress through digital and non-digital channels.

External risks include slower growth, high inflation, weak domestic revenue, employment disruption, food-price shocks, major disasters and climate displacement. These conditions can increase need while reducing fiscal space. Data errors, privacy breaches, unreliable digital access and exclusion caused by outdated records could also weaken trust. Rapid consolidation or Family Card expansion could interrupt valid benefits if programme rules, data, financing and appeals are not settled first.[72]

Key enabling conditions are a costed and sequenced Action Plan; predictable financing; agreed institutional mandates; common data and privacy standards; capable local delivery; independent evaluation; accessible grievance and appeal arrangements; regular BBS survey evidence; and an annual performance review linked with planning and budget decisions. Assumptions and risks should be reviewed each year, with indicators or evaluation questions adjusted when the contribution pathway changes.

5.8 Alignment with National Planning, Budgeting and International Commitments

The architecture should provide a stable ten-year results structure while allowing targets and reform milestones to align with two planning periods. For FY2027-2031, intermediate results should map directly to the seven social protection priorities and outcome areas in Chapter 12 of the Five-Year Strategic Framework for Reform and Development. The second period should retain the goal and core outcomes, while updating pathways and targets through the successor national plan.[73]

Annual implementation should be connected to ministry plans, Annual Performance Agreements, the Medium-Term Budget Framework and the Social Security Budget Report. The FY2026-27 Budget Speech gives immediate policy anchors, including Family Card expansion, continued lifecycle benefits, inflation-sensitive allowance review, a more attractive Universal Pension Scheme, improved governance from selection to payment, and continued development of registry systems. Budget classification should distinguish genuine social

protection from unrelated expenditure and allow expenditure to be assessed against coverage, adequacy, equity and outcomes, not only annual utilisation.

The goal and outcomes also align with Article 15(d) of the Constitution, SDG target 1.3 on nationally appropriate social protection systems and floors, and related SDG commitments on poverty, gender equality, health, decent work, reduced inequality and climate resilience. ILO Recommendation No. 202 supports progressive universal coverage through nationally defined guarantees, regular monitoring and consultation. Disability-related results should reflect the Convention on the Rights of Persons with Disabilities. These commitments provide direction, while national eligibility rules, fiscal capacity and institutional readiness determine the sequence and pace of implementation.[74]

6 Performance Measurement and Reporting Framework

6.1 Purpose and Structure of the Framework

The Strategic Performance Measurement and Reporting Framework should translate Chapter 5 into a manageable system of indicators, sources, responsibilities and reporting products. It should show whether the five outcomes are improving, reforms are producing functional changes, and evidence is leading to corrective action. It should not become a second Action Plan or a central copy of every programme framework.[75]

The framework should have three tiers: a small national indicator set for the goal and outcomes; staged measures for intermediate results and system reforms; and a common minimum package for major programmes. The full matrix and indicator reference sheets should be maintained as annexes and controlled technical documents.

6.2 Indicator Hierarchy and Selection Criteria

Goal indicators should measure national protection and wellbeing trends to which the NSSS contributes. Outcome indicators should measure effective coverage, adequacy, access, income security, resilience and system performance. Intermediate-result indicators should measure programme reach, delivery quality and institutional practice. Outputs and reform milestones should remain in the Action Plan tracker, while activities and inputs should be managed by ministries.

Each core indicator should pass eight tests: relevance; a clear direction of change; validity; sensitivity to plausible NSSS influence; an available or achievable source; feasible disaggregation; an assigned producer and user; and benefits that justify reporting costs. Suitable national-plan, SDG or programme measures should be reused.[76]

6.3 Strategy-Level and Programme-Level Indicators

Strategy indicators should answer cross-government questions and be limited to measures senior decision-makers will review. They may use surveys, consolidated administrative and fiscal data, evaluations and comparable programme evidence. Poverty, inequality and other context indicators should be labelled because changes cannot be attributed to the NSSS alone.

Every major programme should retain its own framework and report a common minimum package covering expenditure, intended and actual beneficiaries, effective coverage, benefit

level, timeliness, targeting errors where measurable, service quality, grievances and selected outcomes. Only agreed measures should enter national reporting. Registrations must not be presented as unique coverage unless reliably deduplicated.

Table 2: Proposed Minimum Common Performance Package for Major SP Programmes

Performance dimension	Minimum Programme Evidence	Source	Rule for National Consolidation and Use
Resources and expenditure	Approved budget, actual expenditure, administrative cost where available, and variance from plan.	iBAS++, programme accounts and certified financial reports.	Report programme values separately and use the approved social protection classification. Explain material variance and distinguish budget from actual expenditure.
Intended and actual reach	Intended beneficiaries, enrolled beneficiaries, active beneficiaries and people receiving the benefit or service during the period.	Programme MIS, payroll, payment and service records.	Use clear status definitions. Do not treat registrations as receipt or add programme registrations to estimate unique national coverage.
Effective coverage	Unique people or households receiving the benefit, divided by the relevant eligible or intended population.	Programme MIS and payment records, with BBS survey or population denominators.	Consolidate only when identifiers, reference periods, benefit definitions and denominators are comparable. State overlap and denominator limitations.
Benefit or service adequacy	Cash or in-kind value in nominal and real terms, or service intensity, compared with the approved need or policy benchmark.	Benefit schedules, CPI, service standards, household surveys and programme evaluations.	Report by programme because adequacy benchmarks differ. Use an agreed method for inflation adjustment and document benchmark changes.
Timeliness and continuity	Share of scheduled benefits or services delivered in full and by the programme deadline, plus late, partial, failed and interrupted cases.	Certified payroll, settlement logs, distribution records and service registers.	Apply a documented service standard. Reconcile case counts and value, and report failure reasons for corrective action.

Targeting and access	Inclusion and exclusion error where measurable, application completion, decision time, and the cost and accessibility of entry.	HIES or beneficiary assessments, Dynamic Social Registry, application logs and qualitative research.	Report inclusion and exclusion separately. Do not infer exclusion solely from an incomplete administrative denominator.
Service quality and experience	Applicant and beneficiary experience of information, access, respectful treatment, predictability, safety and overall service.	Common beneficiary-experience module, pulse surveys, interviews and community feedback.	Use a short common module across major programmes, with confidential collection and results for applicants as well as beneficiaries.
Grievances and appeals	Cases received, administratively closed, resolved within standard, satisfactorily resolved and appealed, by issue and channel.	Programme GRS, central GRS, appeal records and complainant follow-up.	Do not equate closure with remedy. Review recurring causes after major enrolment and payment cycles and protect sensitive cases.
Equity and inclusion	The common measures above disaggregated by sex, age or lifecycle stage, disability, geography, urban or rural residence, and poverty or vulnerability status where reliable.	Programme MIS, BBS surveys, targeted studies and accessibility reviews.	Publish only reliable and safe disaggregation. Use targeted studies when routine systems cannot support the required categories.
Programme outcomes and evaluation	A small set of programme-specific outcomes and the status and findings of the latest credible evaluation.	Programme surveys, administrative follow-up, independent evaluation and research.	Use the frequency suited to the result. National reporting should summarise findings and management responses, not turn evaluation measures into annual compliance indicators.

6.4 Summary Strategic Results Framework

The following summary identifies the proposed core measurement areas. Exact wording, baselines, milestones and targets should be confirmed through indicator reference sheets and government validation.

Table 3: Goals and Outcomes for the Next NSSS

Result	Indicative Strategy-level Indicators	Principal Sources	Frequency
Long-term goal: People, especially those who are poor, vulnerable or socially excluded, are better protected against poverty, lifecycle and employment risks, and shocks	Poverty and poverty gap; effective coverage of the population and poor or vulnerable population; household resilience or harmful coping	HIES and other BBS surveys; validated administrative data; evaluation	Survey cycle, with annual administrative update
Outcome 1: Poor and vulnerable households have more adequate, predictable and equitable income and food security	Effective coverage; transfer value against an agreed needs or poverty benchmark; full and timely payment; exclusion error	HIES; Family Card and programme MISs; payment systems; evaluation	Annual, with periodic survey validation
Outcome 2: People have more effective protection against lifecycle risks and access to linked services	Effective coverage of priority lifecycle groups; coverage gaps; access to defined linked services	Programme MISs; HIES, MICS and sector surveys; evaluations	Annual and survey cycle
Outcome 3: Workers and working-age people have improved employment-related protection and access to economic support	Employment-injury and other insurance coverage; pension and migrant-worker protection; sustained employment or livelihood outcomes	Labour and insurance systems; LFS; programme MISs and evaluations	Annual, with periodic outcome study
Outcome 4: Shock-exposed households receive faster and more suitable support and recover with fewer harmful coping strategies	Timely assistance; continuity of regular benefits; vertical and horizontal expansion against plan; negative coping or recovery	Disaster and programme systems; payments; post-response assessment	Per event and annual synthesis
Outcome 5: The social protection system is more coherent, accessible, efficient, accountable and financially sustainable	Programmes meeting delivery and data standards; staged reform performance; timely and satisfactory grievance resolution; expenditure by agreed function	Programme assessments; Action Plan tracker; GRS; iBAS++; budget reports; CODI	Annual, with periodic independent assessment

The lifecycle coverage indicators should be compatible with SDG indicator 1.3.1 where definitions permit. International metadata distinguishes people actually receiving benefits or contributing to insurance from people who are only legally eligible, and calculates coverage against the relevant population for each contingency.[77]

6.5 Indicator Methodological Standards

6.5.1 Indicator Purpose and Rationale

Each indicator should have an approved reference sheet containing its purpose, result and national-plan or SDG linkage, definition, unit, calculation, source, frequency, baseline, milestones, target, disaggregation, producer, validation responsibility, limitations, quality checks and revision history.

The reference sheet should state the performance question, why the indicator is needed, the decision it informs and how it relates to the theory of change. It should distinguish a direct performance measure from a proxy, reform milestone or contextual statistic.

6.5.2 Definitions and Units of Measurement

Definitions should specify the numerator, denominator, population, eligibility rule, reference period, geographic scope and unit. Counts should identify whether they represent unique people, households, registrations, payment episodes or services. Monetary measures should state whether values are nominal, real or expressed relative to a benchmark.

6.5.3 Calculation Methods

Formulae should be written in words and mathematical form, with rules for missing values, duplicates, late records and weighting. Rates of change should use the baseline value as the denominator. Aggregation rules should state when programme values may be summed, weighted, deduplicated or reported separately.

6.5.4 Interpretation and Limitations

Each sheet should explain the desired direction of change, thresholds for concern and factors that may affect interpretation. Limitations should cover source coverage, sampling error, reporting delay, denominator quality, comparability and likely bias. A high grievance rate, for example, may indicate delivery problems, improved awareness and access, or both.

6.6 Baselines, Milestones, Targets and Disaggregation

6.6.1 Baseline Selection and Baseline Gaps

The baseline should be the most recent approved observation produced with the same definition and a credible source. FY2024-25 may remain the baseline for five-year reform KPIs proposed in Chapter 12 where comparability is confirmed. Survey indicators may require the latest available survey year. Where no baseline exists, the framework should record a dated baseline study or first-year measurement plan, not an open-ended “TBA.”[78]

6.6.2 Milestone and End-Target Setting

Targets should reflect the starting value, historical trend, eligible population, financing, implementation capacity and approved policy commitments. The framework should specify a 2031 milestone and 2035 end target for core indicators, with annual targets only where data

and management use justify them. Targets should not imply universal effective coverage until eligibility rules, benefit financing and delivery capacity make it credible.

6.6.3 Required Dimensions of Disaggregation

The minimum standard should cover sex, lifecycle or age group, disability, geography and urban or rural residence, plus poverty or vulnerability status where reliable. Programme-relevant categories may include household type, climate or shock exposure, migration status and marginalised community. Cross-tabulation should be required only where sample size, data quality, privacy and decision value permit.

6.7 Data Sources and Collection Arrangements

6.7.1 Administrative and Programme Data

Programme MISs and registers should provide enrolment, eligibility, payments, services, exits and grievances. Payment and financial systems should provide transfer status and expenditure. These data offer frequency and geographic detail, but describe recorded operations rather than all eligible people. Minimum data and metadata standards should therefore be built into programme operating and M&E manuals.[79]

6.7.2 National Surveys and Statistical Sources

BBS sources should provide denominators and population-level evidence through HIES, the Labour Force Survey, MICS, the Population and Housing Census, SVRS and other approved instruments. Survey modules should use stable programme names and benefit categories and distinguish direct and household-level receipt. Bangladesh's SDG data calendar already identifies HIES, the National Household Database and MICS as sources for indicator 1.3.1.[80]

6.7.3 Evaluation, Research and Qualitative Evidence

Evaluations should test contribution pathways, targeting, adequacy, delivery quality and outcomes that routine indicators cannot explain. Process reviews, interviews, social audits and frontline research should be synthesised against the relevant result.

6.7.4 Grievance and Beneficiary-Feedback Data

GRS data should cover channel, complaint type, programme, location, processing time, decision, appeal, satisfaction and recurring cause. Beneficiary-experience surveys and local consultations should capture people who cannot or do not submit formal complaints. Reporting should distinguish cases received, administratively closed, resolved within standard and satisfactorily resolved.

6.8 Institutional Responsibilities

6.8.1 Data Production

Line ministries and agencies should own programme data and certify annual returns. Finance Division should produce expenditure and payment information, while BBS should own survey estimates and population denominators. Evaluation producers should remain responsible for their methods and findings.

6.8.2 Data Submission and Validation

Each responsible institution should nominate a programme owner and technical focal function. Source institutions should complete first-level checks and senior sign-off. The standing NSSS

technical function should check definitions, completeness, period consistency, anomalies and supporting evidence. Finance Division should validate fiscal measures and BBS should validate official survey statistics.

6.8.3 Consolidation and Analysis

The standing technical function should maintain the framework, reconcile sources and prepare analysis. GED should assure national-plan alignment, while thematic clusters should examine related programme results. IMED and independent evaluators should provide complementary verification and assessment within their respective mandates.[81]

6.8.4 Strategic Review and Approval

The CMC should review the annual report, approve priority corrective actions and refer major policy, mandate or financing matters to the Cabinet Committee or other competent authority. Approval should cover the performance assessment and management response, not alter verified figures without a documented technical basis.

6.9 Data Quality Assurance and Revision Procedures

Quality assurance should assess relevance, accuracy, completeness, consistency, timeliness, accessibility and confidentiality. Controls should include range and logic checks, comparisons with prior periods, reconciliation of beneficiary and payment records, duplicate checks, source-document verification and rotating independent checks of high-value or high-risk measures. UN guidance on administrative data also stresses clear agreements with data holders, metadata, source assessment and quality management across the full production process.[82]

Every published value should be labelled provisional or final. Corrections should preserve the original value, reason, approving authority and date in a revision log. Material revisions should be explained in the next report and dashboard entry. A reporting cut-off date should prevent continuous late changes to an approved annual dataset.

6.10 Consolidation of Information from Ministries and Programmes

Ministries should submit a standard annual return linked to a common programme register, data dictionary and social protection classification. The return should include approved programme indicators, Action Plan milestones, expenditure, data-quality issues and management responses. Automated exchange should be introduced only for stable fields in systems that meet readiness standards.

Consolidation should preserve the difference between programme reach and unique coverage. Where reliable person-level matching is not authorised or technically possible, the report should present programme registrations separately and disclose possible overlap. Survey and administrative estimates should be compared using aligned reference periods, populations and programme definitions, with differences explained rather than averaged.[83]

6.11 Reporting Products and Reporting Cycle

6.11.1 Periodic Performance Updates

Quarterly or semi-annual updates should focus on reform milestones, expenditure, coverage, payments, operational risks, grievances and agreed corrective actions. They should not

repeatedly restate survey outcomes that have not changed. Exceptions and unresolved issues should receive more attention than routine compliance.

6.11.2 Annual NSSS Performance Report

One annual report should integrate outcome trends, system reform, comparable programme performance, fiscal analysis, equity, grievances, evaluations and the status of prior decisions. It should show time series, targets, reasons for variance, data limitations and management responses. Existing government guidance already envisages annual reports for the CMC and the relevant parliamentary standing committee.[84]

6.11.3 Strategic and Thematic Reviews

The annual cycle should be supplemented by focused reviews of major reforms and cross-cutting issues, such as Family Card performance, lifecycle gaps, worker insurance, urban coverage, benefit adequacy or shock response. A review at the end of the first five-year period should assess the theory of change, indicators and targets before the second period, followed by an independent final evaluation in 2035.

6.11.4 Alignment with Planning and Budget Cycles

The annual report and CMC review should be completed early enough to inform ministry plans, Annual Performance Agreements, the Medium-Term Budget Framework and preparation of the Social Security Budget Report. Agreed actions with financial implications should identify costing needs and the responsible budget institution. The social security classification in iBAS++ and the annual budget report should provide the common fiscal reference.[85]

6.12 Digital Systems and Data Governance

6.12.1 Future Role of the NSSS M&E Dashboard

The dashboard should become the approved presentation and workflow layer for the core results framework and Action Plan, not the source of record for all data. It should display current values, baselines, targets, definitions, update dates, disaggregation, limitations and responsible institutions. Reform entries should require evidence, ministry sign-off and central verification before publication.[86]

6.12.2 Relationship with Programme MISs and the Single Registry

Programme MISs should remain authoritative for enrolment, benefits and services. The Single Registry and Dynamic Social Registry functions should support household information, verification, duplicate checks and coverage-gap analysis as their mandates and data become operational. The dashboard should receive approved aggregates or query results and should not create a parallel beneficiary database.

6.12.3 Relationship with SPBMU MIS, iBAS++ and Budget Information

SPBMU MIS and iBAS++ should remain authoritative for approved payroll, payment status, budget allocation and expenditure within their respective functions. Their data should support reconciliation of registered beneficiaries, successful payments and spending. They cannot by themselves measure eligibility gaps, service quality or household outcomes.[87]

6.12.4 Interoperability and Data Exchange

Interoperability should begin with an agreed data dictionary, programme codes, identifiers, reference periods, exchange formats, validation rules and institutional agreements.

Application programming interfaces may be used for mature systems; controlled templates should remain available where systems are not ready. Each exchange should transfer only the fields needed for an approved purpose.

6.12.5 Access, Privacy, Security and Audit Trails

Identifiable data should remain in authorised operational systems unless a defined function requires access. The dashboard should publish aggregate information by default and apply role-based access, least-privilege permissions, strong authentication, encryption, retention rules, backups, security testing and incident procedures. Audit trails should record submission, editing, validation, approval, publication and revision, while preserving prior values. The 2022 dashboard design similarly recommended non-identifiable beneficiary data, formal privacy rules, controlled access and permanent data and user logs.[88]

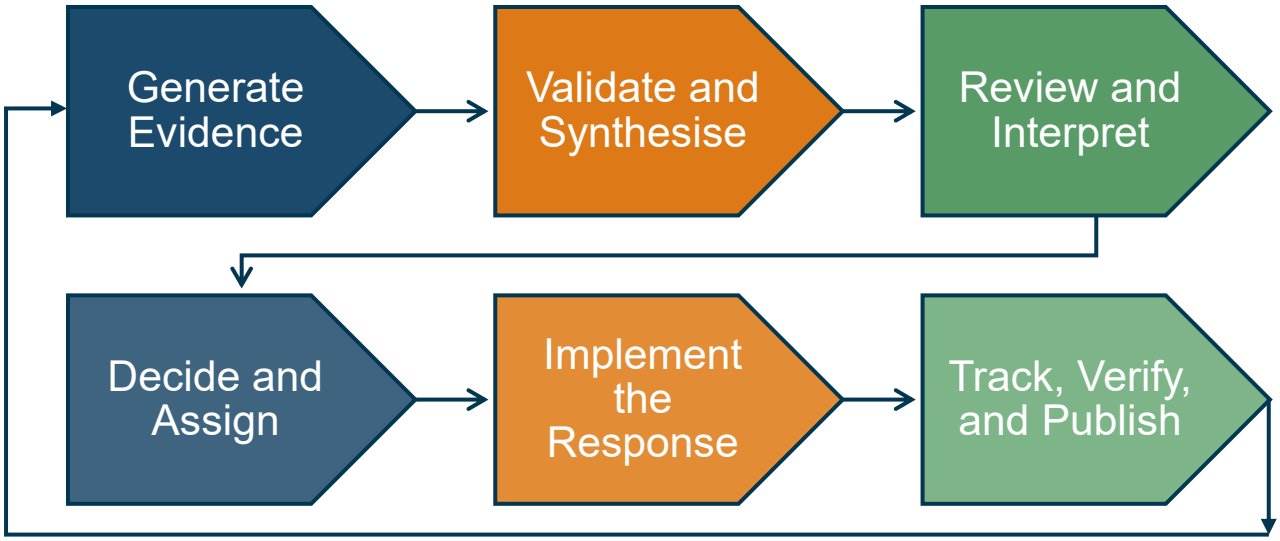
7 Accountability, Feedback, Evaluation, and Learning

7.1 Proposed Accountability and Learning Model

The proposed model should connect five evidence streams: performance monitoring; grievances, complaints and appeals; beneficiary and community feedback; evaluation and research; and implementation experience from ministries and field administration. Evidence from these streams should be considered through programme reviews, thematic clusters, the standing NSSS technical function, the Central Management Committee (CMC) and, where required, the Cabinet Committee or other competent authority. The purpose is not to create another reporting structure, but to ensure that significant findings are assigned to an institution with the authority and resources to respond.[89]

Accountability should operate in four directions. Line ministries are accountable upward for results and use of public resources, and to citizens for fair, accessible and timely delivery. Institutions are accountable to each other for shared reforms and data commitments. Independent evaluators, civil society and public reporting provide external scrutiny. Learning should be built into the same cycle: evidence is interpreted, response options are considered, decisions are recorded, and follow-up is verified. This creates a continuous link between accountability for current performance and improvement of future policy.

Figure 4: Evidence-to-Decision and Accountability Cycle



7.2 Grievance, Complaint and Appeals Evidence

The national grievance redress system and programme mechanisms should provide accessible recourse for applicants, beneficiaries and other affected people. Existing progress provides a foundation, including the central platform, field-level submission routes and the integration of grievance handling with the Ministry of Social Welfare MIS. However, use and MIS integration remain uneven, and current reporting focuses more on case closure than whether problems were resolved within service standards or to the complainant's satisfaction. In FY2023-24, 24,756 grievances were recorded and 82 per cent were reported resolved, but comparable information on timeliness and outcomes was limited.[90]

A common classification should distinguish requests for information, complaints about service or conduct, eligibility and payment disputes, appeals against administrative decisions, allegations of fraud or abuse, and suggestions. An appeal should receive review at a higher or suitably separate level from the original decision. Channels should include online, telephone, written and assisted in-person submission, with reasonable accommodation for disability, language, literacy and digital-access barriers. Complainants should receive acknowledgement, a tracking reference, an expected decision date and written or otherwise accessible reasons for the outcome. Sensitive cases require confidentiality, restricted access and protection from retaliation.

GRS reporting should cover channel, programme, location, complainant type, issue, processing time, outcome, escalation, appeal and satisfaction where it can be collected safely. "Administratively closed," "resolved within standard" and "satisfactorily resolved" should be reported separately. Programme managers should review recurring patterns after each major payment or enrolment cycle, while the standing technical function should consolidate cross-programme issues for the annual report. Grievance mechanisms support both correction of individual decisions and identification of repeated failures across the delivery chain.[91]

7.3 Beneficiary and Community Feedback

Formal complaints capture only problems that people recognise, are willing to report and can pursue. Beneficiary feedback should therefore assess awareness of eligibility and entitlements, ease and cost of access, treatment by officials, payment reliability, adequacy, safety, grievance experience and reasons for leaving a programme. It should include eligible non-beneficiaries and people who discontinued an application, since their experience is largely absent from programme MISs.

A short beneficiary-experience module could be included periodically in relevant BBS or commissioned surveys, supported by smaller annual pulse surveys and targeted qualitative work. Focus groups, interviews and community discussions should be sampled across sex, lifecycle stage, disability, poverty status, urban and rural locations, and high-risk geographic areas. The 2026 Final Implementation Review demonstrated the value of combining administrative and survey evidence with discussions involving beneficiaries in different delivery settings.[92] Feedback findings should be reported by issue and population group, together with the responsible ministry's response.

7.4 Social Accountability and Civil-Society Engagement

Civil-society organisations, organisations of persons with disabilities, women's organisations, worker and employer representatives, research institutions and groups working with marginalised communities can identify barriers that do not appear in official data. Their participation should be organised around defined policy questions and include organisations outside Dhaka and those representing people directly affected by programmes.

Social audits or community scorecards should first be tested in a representative or risk-based sample of locations and programmes. They should examine published eligibility rules, selection and payment processes, access barriers and local problem resolution, without creating a parallel complaints system. Findings and government responses should be documented. Organisations involved in programme delivery should disclose that role when contributing to oversight, and participation in consultations should not be presented as endorsement of government findings.[93]

7.5 Line Ministries, Implementing Agencies, and Field Administration Feedback

The framework should provide an upward feedback route for the officials who apply programme rules and manage enrolment, verification, payments, casework and grievances. A standard implementation-issue log should record the problem, affected programme or population, evidence, whether it can be resolved locally, the institution whose decision is required and any time or resource constraint. District and upazila committees should review local issues periodically and escalate recurring or policy-level constraints.

Line ministries should discuss their issue logs through internal programme reviews and relevant thematic clusters before the annual strategic review. This allows the central process to distinguish non-compliance from unclear rules, conflicting mandates, staffing shortages, system faults or unfunded requirements. Feedback should also be sought when new indicators, digital exchanges and Action Plan commitments are designed, so that central requirements reflect actual administrative capacity. Existing experience shows that reporting and evaluation capacity differs substantially across ministries and that evidence use is strongest where operational systems, research capacity and management demand are connected.[94]

7.6 Transparency and Public Reporting

The approved annual NSSS performance report should be transmitted to the relevant parliamentary standing committees and released publicly. Other public reporting should include approved dashboard indicators, evaluation reports, management responses, aggregate grievance trends and the status of major Action Plan commitments. Indicator definitions, update dates, revisions and material data limitations should be available alongside results. Plain-language summaries in Bangla and accessible formats should explain key findings, entitlements and routes for grievance and appeal.

Publication should protect personal information and should not assume that identifiable beneficiary lists are appropriate in every programme or location. Any local disclosure should have a clear legal and operational purpose, apply privacy and safety safeguards, and avoid exposing disability, poverty or other sensitive status. The original NSSS already required

dissemination of monitoring and evaluation results, while current international guidance treats publication as central to both accountability and use of evaluation.[95]

7.7 Evaluation Architecture

A rolling, costed evaluation plan should cover each five-year performance period. The standing technical function should prepare the plan with line ministries, GED, Cabinet Division, Finance Division, BBS and IMED, and submit it for CMC approval. Selection should consider programme expenditure and reach, policy importance, risk, evidence gaps, planned reform decisions, time since the last credible study and feasibility. The proposed three-year programme-evaluation cycle should prioritise major programmes and collectively provide balanced portfolio coverage, rather than require an identical evaluation of every scheme.[96]

7.7.1 Programme Evaluations

Programme evaluations should address questions that monitoring cannot answer, including relevance, targeting, adequacy, delivery quality, effectiveness, efficiency, equity, sustainability and unintended effects. Methods should match the question. Early or changing programmes may require an evaluability assessment or process evaluation; established programmes with credible data may support outcome or impact evaluation; and benefit or delivery reforms may require cost-effectiveness, incidence or implementation studies.

Evaluations should combine administrative and payment data with survey and qualitative evidence where appropriate. They should examine exclusion and inclusion errors, payment timeliness, grievance and appeal experience, gender and disability inclusion, geographic equity and beneficiary experience. Timing should allow findings to inform decisions, for example before expansion of a pilot, renewal of programme guidelines, benefit redesign or consolidation. The uneven evaluation record under the current NSSS shows why an approved portfolio plan and dedicated resources are needed.[97]

7.7.2 Thematic and System Evaluations

Thematic evaluations should examine issues spanning institutions or programmes. Early priorities may include Family Card implementation, benefit adequacy, Dynamic Social Registry use, programme consolidation, urban coverage, worker social insurance, migrant-worker protection, grievance performance and shock-responsive delivery. System evaluations should test whether governance, financing, data, local administration and delivery reforms are operating together and improving results.

Repeated CODI assessments can provide a structured system diagnostic and track changes in institutional characteristics. They should be complemented by deeper evaluation of causal pathways, implementation quality and beneficiary outcomes. Data-quality reviews, institutional assessments and rapid studies may be commissioned when a full evaluation would be disproportionate or too slow for the decision at hand.

7.7.3 Mid-Term and Final Strategy Reviews

The mid-term review should be initiated in time to assess the first five-year performance period and inform priorities, targets and the Action Plan for the remaining strategy years. It should examine progress against the theory of change, outcome and system indicators, fiscal trends, equity, institutional performance, external risks and evidence use. It should distinguish reforms that need acceleration from those requiring redesign, resequencing or discontinuation.

The final strategy review should be commissioned early enough for findings to inform the successor strategy. It should assess results through 2035, the NSSS contribution to higher-level outcomes, sustainability of system reforms, implementation of prior review decisions and lessons for the next planning period.

7.7.4 Evaluation Independence, Quality and Publication

Independence should be proportionate to the evaluation's accountability purpose. Major programme, thematic and strategy evaluations should be conducted by evaluators who are not responsible for the intervention and who disclose conflicts of interest. Commissioning arrangements should protect access to information and the evaluators' control over findings and conclusions. Management should be able to correct factual errors and comment through a documented audit trail, but not remove supported findings because they are unfavourable.

Terms of reference should specify intended users and decisions, evaluation questions, methods, participation, ethics, disaggregation, deliverables, quality review and publication. An evaluation reference group may provide technical and stakeholder input without directing conclusions. Reports should disclose methods, samples, evidence gaps and limitations, and should receive an independent quality assessment against common standards. Full reports, accessible summaries and management responses should be published, subject only to necessary redaction for privacy, security or legal reasons. OECD and UNDP guidance similarly stresses functional independence, professional standards, public access, feasible recommendations and systematic follow-up.[98]

7.8 Structured Learning and Strategic Reflection

Learning should be organised around questions arising from performance rather than around general presentations. The annual strategic reflection should examine where results changed, which groups or locations experienced different outcomes, why targets were missed or exceeded, whether assumptions still hold and what adjustment is justified. It should draw on the annual report, grievance patterns, feedback, evaluation findings, fiscal analysis and implementation-issue logs.

Thematic clusters should hold shorter reflection sessions during the year on emerging issues, while major shocks and pilots should be followed by after-action reviews. Each session should produce a brief record of the finding, its policy or operational implication, options considered and any matter referred for decision. Peer exchange among ministry focal functions can help spread workable practices, but examples should be assessed for mandate, cost and local feasibility before adoption. Evaluation reports, decision records, methodological notes and learning briefs should be maintained in a searchable government repository to preserve institutional memory when staff change.[99]

7.9 Evidence-to-Decision Pathways

7.9.1 Policy and Programme Decisions

Programme managers should use routine monitoring, grievance and feedback evidence to correct enrolment, verification, payment, communication and service processes. Changes to eligibility, benefit design, consolidation, insurance rules or national delivery systems should be supported by a short decision paper that states the problem, evidence, affected groups,

options, fiscal and administrative implications, risks and proposed authority. Evaluation is especially important where the decision is difficult to reverse or affects a large population.

7.9.2 Planning and Budget Decisions

The annual performance report and strategic review should be completed early enough to inform ministry plans, Annual Performance Agreements, the Medium-Term Budget Framework and the Social Security Budget Report. Proposals with financial implications should include cost estimates, expected results, distributional effects and implementation readiness. Finance Division should use the evidence with fiscal and policy criteria, not apply a mechanical rule that rewards easily measured programmes or penalises ministries for reporting problems accurately.[100]

7.9.3 Corrective Action and Institutional Accountability

Corrective action should begin at the lowest level with authority to resolve the problem. Unresolved, repeated or cross-ministry issues should move through a defined escalation route to thematic clusters, the standing technical function and the CMC. The CMC should assign actions and deadlines and refer matters involving policy authority, mandates or major resources upward. Persistent non-submission of data, failure to act on agreed decisions or repeated service-standard breaches should be reported as institutional performance issues, with the constraint and responsible authority clearly identified.

7.10 Management Responses and Decision Tracking

Every major evaluation, thematic review and strategy review should receive a formal management response within a prescribed period. For each recommendation, the responsible institution should record whether it is accepted, partially accepted or not accepted, provide reasons, and identify any alternative response. Accepted actions should state the responsible institution, completion date, resource implication, expected result and evidence required for closure. This follows established evaluation practice in which responses and key actions are recorded separately and implementation is reviewed periodically.[101]

The standing technical function should maintain one decision tracker covering CMC decisions, evaluation responses and major annual-review actions. Ministries should update progress at least quarterly. An action should be marked complete only when the agreed evidence has been checked, not when an activity is reported as started. Overdue and repeatedly revised actions should be flagged for the next CMC review. Public reporting may present aggregate status and major completed or outstanding actions, while restricted details remain available for internal oversight.

7.11 Revision of Action Plans, Indicators and Implementation Priorities

Action Plans should be reviewed annually and revised when evidence shows that sequencing, responsibilities, milestones or resources are no longer credible. Revisions should state what changed, why, who approved it and how affected commitments will be treated. New priorities should identify corresponding outputs, costs, risks, indicators and institutional owners, while completed or discontinued actions should remain visible in the historical record.

Indicator changes require tighter control because they can break time series or obscure performance. Definitions, sources or targets should be revised only through a documented

methodological process, with prior and revised values retained where feasible. Major changes to the theory of change, strategy outcomes or 2035 targets should normally be considered through the mid-term review. Urgent revisions may be made after a major shock, legal change or policy decision, but should be approved by the responsible authority and recorded in the annual report and dashboard revision log.

8 Implementation Priorities and Sequencing

8.1 Immediate Priorities at Strategy Adoption

The performance architecture should be approved as part of the NSSS and its first Action Plan, rather than introduced later as a separate technical exercise. At adoption, government should confirm the results hierarchy, the small core indicator set, institutional responsibilities, reporting calendar, and process for approving methods and revisions. The Action Plan should then assign time-bound outputs, lead and supporting institutions, resource requirements and evidence for completion. The CMC should approve the annual strategic review process and escalation route, while the Cabinet Committee should retain authority over major policy, mandate and financing decisions.[102]

The responsible institutions should also designate a standing technical function and named organisational units in each contributing ministry. Initial instructions should specify who produces, checks, submits, consolidates, analyses and approves each class of information. These responsibilities should be incorporated into institutional workplans and relevant Annual Performance Agreements. An initial, costed evaluation agenda and decision tracker should be approved at the same time. Development-partner support may provide temporary technical inputs, but government institutions should own the methods, data, systems and recurring costs from the outset.

8.2 Initial Operationalisation and Baseline Establishment

The first operational period should focus on making a limited framework work reliably. Indicator reference sheets should be completed for all core measures, supported by a source inventory that records data availability, frequency, coverage, disaggregation, quality limitations and responsible institutions. Proposed FY2024-25 baselines in the Five-Year Strategic Framework should be retained only where definitions and sources are comparable. Survey indicators should use the latest valid observation. Every baseline gap should have a defined method, responsible institution, budget and completion date, rather than remain recorded as “TBA.”[103]

Baseline work should combine documentary review, data extraction and validation with targeted new collection only where a decision-relevant measure cannot otherwise be established. Early submissions may use controlled templates, followed by reconciliation with programme MISs, payment records, iBAS++ and published survey results. The first annual report should be produced from the best verified evidence available and should disclose gaps and provisional values. It should not be delayed until every programme is connected digitally. Initial reporting should concentrate on the major programmes and reforms that contribute most directly to the five NSSS outcomes, while other programmes continue to report through their established arrangements.

8.3 Progressive Strengthening of Data and Digital Arrangements

Digital development should proceed in stages. The first stage should establish common programme codes, definitions, identifiers, reference periods, exchange formats, quality rules and data-sharing responsibilities. The dashboard should then be updated to support the approved results framework, Action Plan workflow, validation status, revision history and publication of aggregate results. It should remain a presentation and management layer, while programme MISs, the Single Registry and Dynamic Social Registry, SPBMU MIS and iBAS++ remain authoritative for their respective operational and financial functions.[104]

Automated exchange should begin with a small number of high-volume programmes whose MISs have adequate data quality, stable identifiers and responsible technical teams. Expansion should follow testing of completeness, reconciliation, access controls and management usefulness. Controlled uploads should remain available for ministries whose systems are not ready. Data exchange should be limited to fields required for an approved purpose, with identifiable information retained in authorised source systems unless another use is formally justified. Role-based access, audit trails, backups, security testing and incident procedures should be built into each stage. Assisted and non-digital channels should remain available so that digital registration, payment and grievance systems do not exclude people with limited connectivity, identification or digital literacy.

8.4 Institutional and Capacity Requirements

Implementation requires stable functions, not dependence on individual focal persons or short-term projects. The standing technical function should maintain methods, coordinate submissions and validation, prepare strategic analysis, manage the evaluation agenda and track approved decisions. Line ministries should retain responsibility for programme monitoring, data quality and corrective action. GED and the Cabinet Division should consolidate strategy evidence; Finance Division should connect results with expenditure and budget processes; BBS should support statistical standards and population evidence; and IMED and independent evaluators should provide complementary assessment. Local administration should support verification, grievance evidence, field monitoring and feedback without being assigned reporting requirements that exceed available staff and systems.[105]

An early capacity assessment should examine staffing, authority, workloads, analytical skills, digital support and continuity arrangements in the main contributing institutions. Capacity development should be tied to actual products, including reference sheets, data-quality checks, analytical briefs, evaluation terms of reference and annual reports. Standard operating procedures, deputy or alternate assignments and handover records should reduce disruption from staff transfers. Regular government budgets should cover core staff time, system operation and maintenance, essential data collection, accessibility, evaluation and publication. External assistance should be coordinated around agreed government priorities and include a time-bound transfer of methods and system knowledge.

8.5 Implementation Risks and Mitigation

Excessive scope is the main implementation risk. A large indicator set, simultaneous system connections or uniform requirements would recreate the current reporting burden and uneven quality. Mitigation requires a selective core framework, phased participation and requirements proportionate to programme scale, risk and data readiness.

Weak ownership, staff turnover and poor data could interrupt reporting. Formal institutional assignments, alternate staff, handovers, reference sheets, validation checks, source reconciliation and targeted independent verification should reduce these risks. Submission and correction performance should be reviewed through the CMC, with values labelled provisional or final.

Premature digital integration presents operational, exclusion, privacy and cybersecurity risks. The failure to operationalise the earlier National Household Database shows that nationwide data collection does not ensure usability when quality assurance and accountability are weak. Connections should be piloted, independently tested and expanded only after source data and governance conditions are met. Assisted access, offline procedures and appeal channels should be retained.[106]

Reports may also be produced without affecting decisions. The annual report and review should precede planning and budget decisions, with major findings assigned a management response, responsible institution, deadline and evidence for closure. Revisions required by fiscal shocks, policy changes or disasters should follow documented approval and version-control procedures.

9 Annex

9.1 Results Framework for NSSS 2026+

Table 4: Results Framework for NSSS 2026+

Indicator	Source of Indicator (DRF, SDG, unique, other)	Category (national, programme, other)	Type (Quant., qual., binary, index, admin, other)	Unit of Measure (#, %, score, ratio, index, yes/no, other)	Baseline (insert if data available with year, or TBD and how and when) Value, Year	Target 2035	Data Source (who or what holds the raw information)	Data Collection Method (tool or action used to gather it)	Means of Verification (official document or report that proves it)	Frequency of Data Collection	Responsible Agency	Assumptions	Risks
Goal 1: National poverty rate	SDG 1.2.1; DRF 2026-2030	National (context)	Quantitative (survey)	Percentage	18.7% (HIES 2022)	<=8% (proposed; align with the post-2030 national plan)	BBS HIES microdata and official poverty lines	HIES household expenditure survey and official poverty estimation	HIES Final Report; annual NSSS performance report	HIES cycle; annual contextual update where available	BBS (producer); GED (NSSS reporting)	BBS retains a comparable national poverty series and publishes the required disaggregation.	Method changes, inflation or shocks may affect comparability and the pace of poverty reduction.
Goal 2: National extreme poverty rate	DRF 2026-2030 (mapped to SDG 1.1.1)	National (context)	Quantitative (survey)	Percentage	5.6% (HIES 2022)	<=2% (proposed; align with the post-2030 national plan)	BBS HIES microdata and official poverty lines	HIES household expenditure survey and official poverty estimation	HIES Final Report; annual NSSS performance report	HIES cycle; annual contextual update where available	BBS (producer); GED (NSSS reporting)	The lower poverty line remains available on a comparable basis.	A small national rate can conceal high extreme poverty in specific locations or groups.
Goal 3: Population receiving at least one social protection cash, food or contributory benefit	SDG 1.3.1 (adapted); DRF 2026-2030	National (strategy)	Quantitative (survey and administrative)	Percentage	32% (DRF draft, 2025); validate with a person-level HIES tabulation at strategy adoption	>=60% (proposed; DRF target is 50% by 2030)	BBS household surveys; validated and deduplicated programme and insurance records	HIES receipt module, checked against administrative totals and population estimates	HIES tables; ILO/SDG submission where available; annual NSSS performance report	Survey cycle; annual administrative estimate	BBS; MoSW; MoLE; GED	Programme records can be deduplicated and survey questions cover the agreed benefits.	Adding programme registrations without deduplication will overstate effective coverage.
Outcome 1.1: Poor and vulnerable households receiving at least one core social protection benefit	FYSF Chapter 12 outcome indicator	National (strategy)	Quantitative (survey)	Percentage	About 50% of poor households received social assistance (HIES 2022); re-tabulate for the agreed poor and vulnerable group at adoption	>=90%	BBS HIES microdata; agreed poverty and vulnerability classification	HIES cross-tabulation of household status and actual benefit receipt	Approved HIES analytical table; annual NSSS performance report	HIES cycle; annual administrative proxy	BBS; GED; MoSW	Government approves a stable operational definition of poor and vulnerable households.	Changes in eligibility or vulnerability thresholds can break the trend and conceal exclusion.
Outcome 1.2: Eligible poor and vulnerable households actively covered by the Family Card	FYSF Chapter 12; Family Card design	Programme aggregation (strategy)	Quantitative (administrative)	Percentage	TBD in FY2026-27 after final eligibility rules and active-card data are confirmed; pilot launched with 6,500 households in March 2026	100% of households meeting the final eligibility rules	Family Card MIS; Dynamic Social Registry; BBS denominator where required	Administrative extraction of active households and approved eligible denominator	DSS certified Family Card report; payment reconciliation; annual NSSS performance report	Quarterly; annual validated result	MoSW; DSS	Eligibility rules, the household unit and procedures for entry, reassessment and appeal are approved.	A weak denominator, rapid enrolment or inactive cards may produce an inflated coverage rate.
Outcome 1.3: Inclusion error rate in the Family Card and other priority poverty-targeted programmes	FYSF Chapter 12 outcome indicator	Programme aggregation (strategy)	Quantitative (survey and matched records)	Percentage	TBD by 2027 through HIES/DSR analysis; current proxy: about 22% of social benefits went to the top consumption quintile in 2022	<=10% in each priority programme	HIES; DSR and programme MIS extracts; eligibility and verification records	Periodic matching or beneficiary assessment against current eligibility rules	Targeting assessment; programme evaluation; annual NSSS performance report	Every 3 years; annual administrative flags	GED; BBS; MoSW; relevant line ministries	Eligibility rules are specific enough to test and matching is legally authorised and secure.	Outdated household data or post-enrolment shocks can misclassify valid recipients as errors.
Outcome 1.4: Urban-rural gap in household receipt of any social protection benefit	Unique; HIES 2022	National (equity)	Quantitative (survey)	Percentage-point gap	20.1 percentage points (HIES 2022: rural 44.0%; urban 23.9%)	<=5 percentage points	BBS HIES microdata	HIES household receipt module, classified by urban/rural residence	HIES Final Report and approved equity table	HIES cycle	BBS; GED	Urban and rural classifications remain comparable and the survey covers informal settlements adequately.	National gap reduction may conceal low coverage in both areas or specific remote locations.

Indicator	Source of Indicator (DRF, SDG, unique, other)	Category (national, programme, other)	Type (Quant., qual., binary, index, admin, other)	Unit of Measure (#, %, score, ratio, index, yes/no, other)	Baseline (insert if data available with year, or TBD and how and when) Value, Year	Target 2035	Data Source (who or what holds the raw information)	Data Collection Method (tool or action used to gather it)	Means of Verification (official document or report that proves it)	Frequency of Data Collection	Responsible Agency	Assumptions	Risks
Outcome 1.5: Real value of benefits under major cash programmes, relative to FY2026-27	FYSF Chapter 12; NSSS Strategic Framework	Programme aggregation (strategy)	Quantitative (administrative index)	Index (FY2026-27 = 100)	100 (FY2026-27, establish separately for each major cash programme)	>=100 for every major cash programme	Programme benefit schedules; Finance Division budget data; BBS CPI	Annual desk calculation using nominal benefit values and CPI	Benefit circulars; budget documents; annual benefit-review report	Annual before budget finalisation	Finance Division; BBS; relevant line ministries	Benefit schedules and a consistent CPI series are available before budget decisions.	Fiscal pressure may delay adjustment; a national CPI may not reflect costs faced by specific groups.
Outcome 1.6: Female Family Card recipients reporting sole or joint control over use of the transfer	Unique; NSSS Strategic Framework	Programme outcome (strategy)	Quantitative (beneficiary perception)	Percentage	TBD through the first representative Family Card beneficiary-experience survey in 2027	>=90%	Confidential Family Card beneficiary-experience survey	Short representative survey module administered privately to female recipients	Published beneficiary-experience report and anonymised tabulation	Every 2 years	MoSW/DSS; GED or independent survey team	Women can respond privately and payment accounts are registered in their own or an accessible name.	Courtesy bias, household pressure or account control by another person may distort responses.
Outcome 1.7: Population experiencing moderate or severe food insecurity	FYSF DRF 2026-2030 (Indicator 38); SDG 2.1.2	National (strategy)	Quantitative (survey)	Percentage	18% (DRF draft, 2025); validate against the official BBS/FAO FIES estimate adopted as the NSSS baseline	<=10% by 2030 (DRF); <=5% by 2035 (proposed)	BBS nationally representative survey incorporating FIES; official BBS/FAO estimates	Use the official weighted prevalence of moderate or severe food insecurity produced under the approved FIES methodology	BBS/FAO FIES statistical table or report; annual NSSS performance report	Annual where available; otherwise, the official survey cycle	BBS; MoFood; GED	The FIES question set, calibration, thresholds and survey coverage remain comparable across reporting periods.	Food-price or other shocks can change the rate quickly; a national result may conceal severe insecurity among poor, remote or shock-affected groups.
Outcome 1.8: Eligible households from small ethnic communities receiving at least one core social protection benefit	FYSF DRF 2026-2030 (Indicator 96); SDG 1.3.1	National (equity)	Quantitative (administrative and survey)	Percentage	TBD in FY2026-27; DRF requires initiation of a baseline survey in 2026	100% by 2030 (DRF), sustained through 2035	MoSW/DSS and programme MISs; DSR; MoCHTA records; BBS or targeted household survey	Establish the eligible household denominator, then match and deduplicate households receiving at least one approved core benefit	Approved baseline report; certified coverage table; annual NSSS performance report	Annual; survey validation every 3-5 years	MoSW; DSS; MoCHTA; BBS	Government approves the covered communities, eligibility rules and benefit list, with voluntary identification and privacy safeguards.	An incomplete denominator, small survey samples, remote-area access barriers or duplicate records may materially distort the coverage rate.
Outcome 2.1: Eligible older persons receiving the Old Age Allowance	FYSF Chapter 12; NSSS Strategic Framework	Programme aggregation (strategy)	Quantitative (administrative)	Percentage	TBD in FY2026-27; planned recipients are 62 lakh, but the eligible denominator must be approved	100% of eligible older persons	DSS MIS; DSR; BBS population and poverty estimates	Deduplicated recipient extract divided by the approved eligible population estimate	DSS certified report; payment reconciliation; annual NSSS performance report	Annual	MoSW; DSS; BBS	Age, poverty eligibility and population denominators are current and consistent.	Unregistered deaths, age-record errors and remote-area access can distort coverage.
Outcome 2.2: Eligible persons with disabilities receiving the Disability Benefit	SDG 1.3.1; FYSF Chapter 12; NSSS Strategic Framework	Programme aggregation (strategy)	Quantitative (administrative and survey)	Percentage	TBD in FY2026-27; planned programme reach is 39 lakh persons, but the eligible denominator requires registry and survey reconciliation	100% of eligible persons with disabilities	DSS MIS and disability registry; National Survey on Persons with Disabilities; BBS estimates	Deduplicated paid-recipient extract divided by the approved eligible population estimate	DSS certified report; BBS disability statistics; annual NSSS performance report	Annual; survey validation every 3-5 years	MoSW; DSS; BBS	Certification and eligibility processes are accessible and disability records can be updated.	Under-identification, inaccessible enrolment and inconsistent disability definitions may understate need.
Outcome 2.3: Eligible mothers and young children covered by the Mother and Child Benefit Programme	SDG 1.3.1; FYSF Chapter 12; NSSS Strategic Framework	Programme aggregation (strategy)	Quantitative (administrative)	Percentage	TBD in FY2026-27; planned programme reach is 18.95 lakh, but the eligible mother/child denominator must be established	100% of eligible mothers and children aged 0-4	MoWCA/DWA MCBP MIS; DSR; BBS/SVRS birth estimates	Administrative recipient and child records matched to the approved eligible denominator	DWA certified programme report; payment records; annual NSSS performance report	Annual	MoWCA; DWA; BBS	Pregnancy, birth and child records are updated and programme eligibility is consistently applied.	Late registration, incomplete birth records and double counting mothers and children may distort coverage.
Outcome 2.4: Government primary schools delivering the approved school-meal programme	FYSF Chapter 12	Programme output (strategy)	Quantitative (administrative)	Percentage	TBD in FY2026-27 through a school inventory; programme was relaunched in selected areas in 2025-26	100% of government primary schools	MoPME/DPE school-meal records and primary education MIS	School-level administrative return verified against meal delivery and attendance records	DPE annual school-meal report; sample verification report	Termly; annual validated result	MoPME; DPE	A national operating standard defines when a school is counted as delivering the programme.	Schools may be reported as covered despite long interruptions or incomplete meal days.

Indicator	Source of Indicator (DRF, SDG, unique, other)	Category (national, programme, other)	Type (Quant., qual., binary, index, admin, other)	Unit of Measure (#, %, score, ratio, index, yes/no, other)	Baseline (insert if data available with year, or TBD and how and when) Value, Year	Target 2035	Data Source (who or what holds the raw information)	Data Collection Method (tool or action used to gather it)	Means of Verification (official document or report that proves it)	Frequency of Data Collection	Responsible Agency	Assumptions	Risks
Outcome 3.1: Formal-sector workers covered by statutory Employment Injury Insurance	FYSF Chapter 12 outcome indicator	National (strategy)	Quantitative (administrative)	Percentage	0% statutory coverage (2025-26); EIS pilot continued	>=80% of formal-sector workers	MoLE/SSU insurance register; worker database; BBS Labour Force Survey denominator	Unique active insured workers divided by estimated formal-sector workers	EIS annual report; audited contribution and claims records; LFS tables	Annual	MoLE; SSU; BBS	A statutory scheme, accountable authority and worker/employer registration system are established.	Employer non-registration, contribution arrears and incompatible worker records may reduce effective coverage.
Outcome 3.2: Employed persons covered by at least one contributory social-insurance contingency	SDG 1.3.1 (adapted); FYSF Chapter 12	National (strategy)	Quantitative (administrative and survey)	Percentage	TBD by 2027; no consolidated national measure currently exists	>=25% of employed persons	Social-insurance and pension registers; worker database; BBS LFS	Deduplicated administrative count divided by the employed population	National social-insurance statistical report; LFS; annual NSSS performance report	Annual	MoLE/SSU; National Pension Authority; BBS	Schemes use identifiers that allow workers covered by several contingencies to be deduplicated.	Counting registered but inactive contributors will overstate effective insurance coverage.
Outcome 3.3: Eligible working-age people actively contributing to the Universal Pension Scheme	FYSF Chapter 12; NSSS Strategic Framework	National (strategy)	Quantitative (administrative and survey)	Percentage	TBD in FY2026-27 from National Pension Authority active-contributor records and LFS denominator	>=20%	National Pension Authority contributor register; BBS LFS	Active-contributor extract divided by eligible working-age population without mandatory pension coverage	National Pension Authority annual report; audited contribution records; LFS tables	Annual	National Pension Authority; Finance Division; BBS	Eligibility and active-contributor rules remain stable and contribution records are complete.	One-time registrations, contribution lapses and an uncertain denominator can overstate sustained pension coverage.
Outcome 3.4: Outgoing migrant workers receiving the defined migration-cycle protection package	FYSF Chapter 12; NSSS Strategic Framework	Programme aggregation (strategy)	Quantitative (administrative)	Percentage	TBD in FY2026-27; current support is fragmented and no combined package measure exists	>=90% of registered outgoing migrant workers	BMET departure records; WEWB and insurance/service records	Match registered departures with completion of each required protection component	BMET/WEWB annual migrant-protection report; sample record audit	Annual	MoEWOE; BMET; WEWB	Government approves the minimum package and agencies can match records using a common identifier.	Unregistered migration and fragmented service records will understate both the denominator and coverage.
Outcome 3.5: Graduation or livelihood-support participants with sustained employment or increased real earnings 12 months after exit	Unique; NSSS Strategic Framework	Programme outcome (aggregated)	Quantitative (tracer study)	Percentage	TBD from the first standard tracer cohort beginning in FY2026-27	>=70%	Major graduation, livelihood and employment programme participant records; tracer survey	Common 12-month tracer survey with baseline earnings and employment status	Independent tracer report; programme evaluation; annual NSSS performance report	Annual cohort reporting; evaluation every 3 years	Relevant line ministries; GED coordination	Programmes collect contact and baseline data and can trace a representative share of participants.	Attrition, seasonal work and economy-wide employment changes may bias results.
Outcome 4.1: Major social protection programmes with an operational and tested shock-responsive scale-up protocol	FYSF Chapter 12 outcome indicator	Strategy/system	Quantitative (standards assessment)	Percentage	0% (2025-26; protocols not yet established under the FYSF baseline)	100% of designated major programmes	Approved protocols; financing plans; simulation and after-action records	Annual structured assessment against the five operational criteria	Protocol approval; simulation/response report; independent annual review	Annual and after each activation	Cabinet Division; MoDMR; Finance Division; programme ministries	Government designates the major programmes and agrees common operational criteria.	A protocol may exist on paper but lack financing, data or tested delivery arrangements.
Outcome 4.2: Eligible shock-affected households receiving first additional assistance within 30 days of activation	Unique	Programme outcome (aggregated)	Quantitative (administrative)	Percentage	TBD from the first qualifying activation after strategy adoption	>=90%	Government trigger record; approved affected-household list; payment/delivery records	Event-level matching of eligible households to successful first assistance	Post-response performance report; payment reconciliation; sample verification	Per event; annual synthesis	MoDMR; programme ministry; Finance Division	A formal activation time, eligibility rules and verified affected-household list are recorded.	Access constraints, delayed lists, payment failures or changing shock boundaries may delay assistance.

Indicator	Source of Indicator (DRF, SDG, unique, other)	Category (national, programme, other)	Type (Quant., qual., binary, index, admin, other)	Unit of Measure (#, %, score, ratio, index, yes/no, other)	Baseline (insert if data available with year, or TBD and how and when) Value, Year	Target 2035	Data Source (who or what holds the raw information)	Data Collection Method (tool or action used to gather it)	Means of Verification (official document or report that proves it)	Frequency of Data Collection	Responsible Agency	Assumptions	Risks
Outcome 4.3: Regular benefit payments delivered in full and on time in shock-affected areas	Unique	Programme delivery (aggregated)	Quantitative (administrative)	Percentage	TBD from the first event-level payment continuity report after strategy adoption	>=95%	Programme payrolls; payment-service reports; affected-area definition	Compare scheduled regular transactions with successful value and payment date	Payment reconciliation; post-response performance report	Per payment cycle during an event; annual synthesis	Relevant programme ministries; Finance Division	Scheduled payment dates and affected geographic units are defined before analysis.	Connectivity, agent liquidity and displacement may interrupt otherwise valid payments.
Outcome 4.4: Assisted shock-affected households reporting that support met priority needs and reduced harmful coping	Unique	Programme outcome (beneficiary feedback)	Quantitative (perception survey)	Percentage	TBD through the first standard post-response beneficiary survey	>=80%	Representative post-response beneficiary survey	Short survey 1-3 months after assistance using a common questionnaire	Published post-response assessment; anonymised tabulation	Per major event; annual synthesis	MoDMR; relevant programme ministries; independent survey team	Households can be contacted safely and the survey is timed consistently after assistance.	Recall, courtesy bias and differences between shocks may affect comparability.
Outcome 5.1: Genuine social protection expenditure as a share of GDP	FYSF Chapter 12; NSSS Strategic Framework	National (system)	Quantitative (fiscal)	Percentage of GDP	1.87% of GDP (FY2025-26 budget classification; validate under the revised 'genuine social protection' definition)	>=3.2% of GDP and maintained	Finance Division iBAS++; approved social protection classification; BBS GDP	Annual classification and aggregation of approved expenditure divided by nominal GDP	Social Security Budget Report; budget documents; year-end fiscal report	Annual, budget and actual expenditure	Finance Division; BBS	Government approves and applies a stable definition that excludes non-core expenditure.	Reclassification or GDP revisions can change the ratio without a real change in protection.
Outcome 5.2: Number of social protection programmes in the approved national portfolio	FYSF Chapter 12; NSSS Strategic Framework	National (system)	Quantitative (administrative)	Number	90 programmes (Social Security Budget Report FY2026-27)	15-20 core national programmes	Finance Division programme and budget classification; Cabinet Division consolidation decisions	Annual count using the approved programme definition and portfolio register	Social Security Budget Report; approved portfolio/consolidation register	Annual	Finance Division; Cabinet Division; GED	A programme is defined consistently and consolidation protects valid beneficiary entitlements.	Renaming or merging budget lines may reduce the count without improving coherence or delivery.
Outcome 5.3: Priority programmes using the Dynamic Social Registry for eligibility, verification and updating	FYSF Chapter 12; NSSS Strategic Framework	Strategy/system	Quantitative (standards assessment)	Percentage	0% confirmed (2025-26); DSR development and pilots were under way	100% of designated priority programmes	DSR audit logs; programme MIS records; approved data-use agreements	Annual assessment against three required use functions	DSR usage report; programme-system audit; annual independent review	Annual	Finance Division; MoSW/DSS; Cabinet Division	The DSR, data rules and authorised exchange services are operational and funded.	Technical connection without routine use or current household data may create nominal compliance.
Outcome 5.4: Scheduled cash-benefit value paid in full and on time through G2P channels	NSSS Strategic Framework; current NSSS M&E framework	Programme delivery (aggregated)	Quantitative (administrative)	Percentage of scheduled value	TBD in FY2026-27; proxy: 88% of cash payments were digital in FY2022-23, but completeness and timeliness were not jointly measured	>=95%	Programme payrolls; SPBMU/iBAS++; payment-provider settlement files	Transaction-level reconciliation of due value, settled value and settlement date	Certified payment-reconciliation report; annual NSSS performance report	Each payment cycle; quarterly and annual consolidation	Finance Division; relevant cash-programme ministries	All major cash programmes provide standard payroll and settlement fields.	Rejected payments, agent deductions and delayed reconciliation may be hidden in aggregate digital-payment counts.
Outcome 5.5: Social protection grievances resolved within the applicable service standard	Unique; current GRS framework	Strategy/system	Quantitative (administrative)	Percentage	TBD in FY2026-27; 82% of grievances were reported resolved in FY2023-24, but resolution within the prescribed time was not reported	>=90%	Central and programme GRS case records	Case-level extraction using receipt date, due date, closure date and outcome	Annual consolidated GRS report; sample case audit	Quarterly; annual	Cabinet Division; line ministries and programme GRS owners	Case categories, service standards and closure rules are harmonised across reporting systems.	Closing cases without remedy, incomplete channel coverage or duplicate cases may inflate performance.
Outcome 5.6: Core strategy-indicator submissions received on time and passing validation without material resubmission	Unique; Chapter 6 performance framework	Strategy/system	Quantitative (administrative)	Percentage	TBD after the first complete NSSS reporting cycle in FY2026-27	>=95%	NSSS reporting calendar; ministry submissions; validation log	Administrative review of each due submission against deadline and validation rules	Controlled submission and validation register; annual NSSS performance report	Each reporting cycle; annual	GED and Cabinet Division; submitting ministries	Each indicator has an approved reference sheet, owner, template and deadline.	Weak validation or frequent method changes can create apparent compliance without reliable data.

Indicator	Source of Indicator (DRF, SDG, unique, other)	Category (national, programme, other)	Type (Quant., qual., binary, index, admin, other)	Unit of Measure (#, %, score, ratio, index, yes/no, other)	Baseline (insert if data available with year, or TBD and how and when) Value, Year	Target 2035	Data Source (who or what holds the raw information)	Data Collection Method (tool or action used to gather it)	Means of Verification (official document or report that proves it)	Frequency of Data Collection	Responsible Agency	Assumptions	Risks
Outcome 5.7: Scheduled evaluations completed, published and accompanied by a management response	FYSF Chapter 12; Chapter 7 evaluation architecture	Strategy/system	Quantitative (administrative)	Percentage	Not systematic (2025-26 FYSF baseline); establish the first rate against the approved multi-year evaluation plan	100%	Approved evaluation plan; completed reports; publication record; management responses	Annual check of evaluations due against three completion requirements	Published evaluation reports and management responses; annual evaluation synthesis	Annual	GED; Cabinet Division; IMED and relevant commissioning ministries	A costed evaluation plan and publication/management-response policy are approved and funded.	Procurement delays, weak independence or non-publication may reduce learning and accountability.
Outcome 5.8: Annual NSSS review and CMC corrective actions completed by the agreed deadline	Unique; Chapter 7 evidence-to-decision pathway	Strategy/system	Quantitative (administrative)	Percentage	TBD after the first annual review using the unified decision tracker	>=80%	Approved annual-review and CMC decision tracker; responsible-agency evidence	Quarterly follow-up of actions due and documented completion evidence	CMC-approved decision tracker; annual NSSS performance report	Quarterly; annual	Cabinet Division; GED; responsible ministries	Actions have a named institution, deadline, deliverable and clear completion evidence.	Vague actions, changing deadlines or self-certified completion may overstate follow-through.
Outcome 5.9: Social protection applicants and beneficiaries reporting a satisfactory service experience	Unique; adapted from the FYSF DRF service-satisfaction concept	Strategy / system	Quantitative (perception survey)	Percentage	TBD through the first standardised NSSS applicant and beneficiary-experience survey in 2027-28; the DRF public-service baseline is not applicable	>=80% (proposed)	Representative NSSS applicant and beneficiary-experience survey; programme application and beneficiary records	Survey recent applicants and beneficiaries on their most recent interaction and calculate the weighted share reporting that they were satisfied or very satisfied overall	Published survey report and instrument; approved tabulation; annual NSSS performance report	Every 2 years	GED; Cabinet Division; BBS or an independent survey implementer; line ministries	A common question and sampling method are applied across major programmes, channels and population groups, with confidential interviews.	Courtesy bias, non-response and exclusion of people using offline or remote channels may inflate satisfaction; an overall rating can conceal specific service failures.

9.2 Results Framework Methodological Notes

Table 5: Results Framework Methodological Notes

Indicator	Definition (including any disaggregation)	Data Collection Methods (detailed step-by-step instructions for the results-framework table)	Why this indicator matters and what it is intended to show
Goal 1: National poverty rate	Percentage of people living in households whose per-capita consumption expenditure is below the national upper poverty line. Report national, urban/rural and division results, and by sex of household head, lifecycle group and disability where the sample permits.	1) Use the final HIES household weights and BBS upper poverty lines. 2) Identify people in households below the line. 3) Divide their weighted number by the weighted population and multiply by 100. 4) Record any method revision and retain a comparable back-series where possible.	Shows the national poverty trend to which the NSSS is expected to contribute. It should be interpreted with coverage, adequacy and evaluation evidence, not as an outcome attributable only to social protection.
Goal 2: National extreme poverty rate	Percentage of people living in households whose per-capita consumption expenditure is below the national lower poverty line. Use the same disaggregation as G1, subject to sample reliability.	1) Use final HIES weights and BBS lower poverty lines. 2) identify people in households below the line. 3) Divide the weighted number by the weighted population and multiply by 100. 4) Publish confidence intervals or reliability cautions for small subgroups.	Tracks the most severe monetary deprivation and whether the protection floor is reaching people with the least capacity to absorb income or price shocks.
Goal 3: Population receiving at least one social protection cash, food or contributory benefit	Percentage of the resident population that actually received at least one agreed social assistance, social insurance or labour-market cash/food benefit during the reference period. Report by sex, age/lifecycle stage, disability, poverty status, division, urban/rural residence and benefit type.	1) Approve the list of benefits counted. 2) Estimate unique recipients from HIES for the survey year. 3) Produce an annual administrative estimate using NID or another approved deduplication method. 4) Divide unique recipients by the resident population and multiply by 100. 5) label survey and administrative estimates separately.	Provides the main national measure of effective social protection reach and supports SDG reporting. It also shows whether expansion is reaching priority groups, not only increasing programme enrolments.
Outcome 1.1: Poor and vulnerable households receiving at least one core social protection benefit	Percentage of households classified as poor or vulnerable under the approved national method that received at least one core benefit during the reference period. Report by poverty group, sex of household head, disability, division and urban/rural residence.	1) Apply the approved poverty and vulnerability rules to HIES. 2) Mark households reporting receipt of any benefit on the approved core list. 3) Divide weighted recipient households by all weighted poor and vulnerable households and multiply by 100. 4) publish the benefit list and results for poor and vulnerable households separately.	Directly tests whether the system is reaching the households it gives first priority. It is more decision-useful than total beneficiary numbers because it measures exclusion relative to need.
Outcome 1.2: Eligible poor and vulnerable households actively covered by the Family Card	Percentage of households that meet the final Family Card eligibility rules and have an active card with at least one successful benefit transaction during the reporting year. Report by poverty group, sex of primary recipient, disability, division, district and urban/rural residence.	1) Freeze the eligible-household denominator for the reporting cut-off and document its source. 2) Extract active cards with at least one successful benefit transaction. 3) remove duplicates, deceased records and cancelled cards. 4) Divide active eligible households by all eligible households and multiply by 100. 5) reconcile with payment totals.	Tracks whether Family Card expansion is reaching the intended population in practice. Requiring a successful transaction prevents issued but inactive cards from being counted as protection.

Indicator	Definition (including any disaggregation)	Data Collection Methods (detailed step-by-step instructions for the results-framework table)	Why this indicator matters and what it is intended to show
Outcome 1.3: Inclusion error rate in the Family Card and other priority poverty-targeted programmes	Percentage of sampled or verified beneficiaries in each priority poverty-targeted programme who did not meet the programme eligibility rules at the applicable assessment date. Report by programme, reason for ineligibility, location, sex of household head and disability.	1) Select a representative beneficiary sample or approved matched dataset. 2) reconstruct eligibility using the rules in force at enrolment or reassessment. 3) count beneficiaries who fail the rules, after appeals and data corrections. 4) Divide by all assessed beneficiaries and multiply by 100. 5) report each programme separately before any combined rate.	Shows whether scarce resources are directed to eligible households and helps identify weaknesses in selection, updating and verification. It must be read with coverage to avoid reducing inclusion by simply restricting access.
Outcome 1.4: Urban-rural gap in household receipt of any social protection benefit	Absolute difference, in percentage points, between the share of rural households and urban households receiving at least one social protection benefit. Always report both underlying rates and separate results for poor and vulnerable households.	1) Calculate weighted household benefit-receipt rates separately for urban and rural areas. 2) subtract the smaller rate from the larger rate. 3) report the absolute gap and both rates. 4) repeat for poor and vulnerable households and, where reliable, city corporations and divisions.	Makes a major geographic inequality visible and tests whether urban expansion occurs without reducing access in rural areas.
Outcome 1.5: Real value of benefits under major cash programmes, relative to FY2026-27	Inflation-adjusted monthly benefit value for each agreed major cash programme, expressed relative to its FY2026-27 real value. Report each programme separately; a weighted summary may be added but must not replace programme values.	1) Record the standard monthly benefit at the same point each year. 2) deflate the nominal amount using the approved BBS CPI. 3) Divide the real current benefit by the real FY2026-27 benefit and multiply by 100. 4) flag programmes below 100 for the annual benefit review.	Shows whether inflation is eroding the protection provided by cash benefits and creates a direct input to annual benefit and budget decisions.
Outcome 1.6: Female Family Card recipients reporting sole or joint control over use of the transfer	Percentage of interviewed female primary Family Card recipients who report that they decide alone or jointly, without coercion, how the most recent transfer is used. Report by age, disability, household type, urban/rural residence and payment channel.	1) Draw a representative sample from active female recipients. 2) interview the recipient privately using the approved decision-making question. 3) count 'sole decision' and 'joint decision without coercion' as meeting the measure. 4) Divide by all valid respondents and multiply by 100. 5) publish non-response and safeguarding procedures.	Tests the intended gender result of issuing the Family Card to women. Registration in a woman's name does not by itself show that she controls or benefits from the transfer.
Outcome 1.7: Population experiencing moderate or severe food insecurity	Percentage of the population experiencing moderate or severe food insecurity under the official Food Insecurity Experience Scale methodology. Report by sex, poverty or vulnerability status, disability, division, urban/rural residence and shock exposure where the survey supports reliable estimates.	1) Use the official BBS/FAO FIES estimate for the reference year. 2) Confirm that the survey module, calibration, thresholds and population coverage match the approved baseline method. 3) If approved microdata are used, apply official weights and scoring. 4) Publish the national rate, agreed subgroup rates, uncertainty and any method change. Do not rescore the eight FIES questions without an approved statistical method.	Directly measures the food-security result stated in Outcome 1. It should be interpreted as a national trend to which social protection contributes and read with coverage, adequacy, food-price and shock-response evidence.

Indicator	Definition (including any disaggregation)	Data Collection Methods (detailed step-by-step instructions for the results-framework table)	Why this indicator matters and what it is intended to show
Outcome 1.8: Eligible households from small ethnic communities receiving at least one core social protection benefit	Percentage of households from the small ethnic communities covered by the approved national definition that meet current eligibility rules and received at least one core cash, food, insurance or service-linked social protection benefit during the reference year. Report by community, sex of household head, poverty status, disability and location where safe and statistically reliable.	1) Approve the covered communities, eligibility rules, core benefit list and reference period. 2) Establish the eligible household denominator through the baseline survey and authorised DSR or administrative sources using voluntary identification. 3) Extract households with verified receipt from programme MISs. 4) Deduplicate households across programmes. 5) Divide unique recipient households by all eligible households and multiply by 100. 6) Validate periodically through a targeted survey or field check and apply disclosure safeguards.	Tests whether national expansion reaches a specifically identified socially excluded population and provides direct accountability for the DRF commitment. A separate measure is justified because national averages and routine disaggregation may not reliably represent small communities.
Outcome 2.1: Eligible older persons receiving the Old Age Allowance	Percentage of older persons meeting current Old Age Allowance rules who received at least one valid payment in the reporting year. Report by sex, age group (including 90+), disability, division and urban/rural residence.	1) Approve and document the eligible denominator. 2) extract unique recipients with a successful payment. 3) remove deceased, duplicate and cancelled records. 4) Divide recipients by the eligible population and multiply by 100. 5) reconcile the numerator with payment value.	Measures progress towards effective old-age income protection rather than only programme enrolment or budget allocation.
Outcome 2.2: Eligible persons with disabilities receiving the Disability Benefit	Percentage of persons with disabilities meeting the current Disability Benefit rules who received at least one valid cash benefit or education stipend payment during the year. Report by sex, age, disability type/severity, education status, division and urban/rural residence.	1) Define the eligible population and reconcile administrative and survey concepts. 2) extract unique recipients with successful payments. 3) remove duplicate and inactive records. 4) Divide recipients by the eligible population and multiply by 100. 5) report benefit and education-stipend components separately.	Shows whether disability-related income and education support reaches all eligible people and whether gaps differ by age, sex, disability or location.
Outcome 2.3: Eligible mothers and young children covered by the Mother and Child Benefit Programme	Percentage of eligible mother-child units covered by MCBP and receiving the benefit according to programme rules. The unit must be fixed in the indicator reference sheet to avoid adding mothers and children as separate recipients. Report by mother's age, disability, division and urban/rural residence.	1) Confirm whether the reporting unit is an enrolled mother-child case. 2) establish the eligible denominator from births, poverty and programme criteria. 3) extract unique active cases with a valid payment. 4) Divide active eligible cases by all eligible cases and multiply by 100. 5) reconcile with payment totals.	Tracks income support at pregnancy and early childhood, a stage with high nutrition, health and care risks and long-term effects.
Outcome 2.4: Government primary schools delivering the approved school-meal programme	Percentage of government primary schools that delivered meals meeting the approved programme standard for the minimum required number of school days in the year. Report by division, district, poverty/climate-risk area and school type.	1) Confirm the annual list of government primary schools. 2) extract schools reporting delivery for the required number of days. 3) verify a risk-based sample against food, attendance and distribution records. 4) correct the return and divide compliant schools by all government primary schools. 5) multiply by 100.	Tracks a major linked service for school-age children and distinguishes regular delivery from nominal programme expansion.

Indicator	Definition (including any disaggregation)	Data Collection Methods (detailed step-by-step instructions for the results-framework table)	Why this indicator matters and what it is intended to show
Outcome 3.1: Formal-sector workers covered by statutory Employment Injury Insurance	Percentage of formal-sector workers with active statutory employment-injury coverage on the reference date. A worker is active when required registration and contributions or approved coverage conditions are current. Report by sex, sector, enterprise size and location.	1) Extract unique active insured workers from the EIS register. 2) remove inactive and duplicate records. 3) obtain the formal-worker denominator from the LFS or approved worker database. 4) Divide active insured workers by formal-sector workers and multiply by 100. 5) report high-risk sectors separately.	Measures the shift from a pilot to actual employment-related protection and reveals whether statutory expansion reaches workers in practice.
Outcome 3.2: Employed persons covered by at least one contributory social-insurance contingency	Percentage of employed persons actively protected by at least one contributory contingency such as employment injury, maternity, sickness, unemployment or old age. Civil-service pensions should be shown separately and the combined total deduplicated. Report by sex, formality, sector and contingency.	1) Approve the included schemes and active-coverage rule. 2) extract active contributors or insured workers. 3) deduplicate people across schemes. 4) Divide unique protected workers by total employed persons from LFS and multiply by 100. 5) publish scheme-specific and combined rates.	Tracks development of the wider worker-protection pillar beyond a single scheme and makes the gap for informal workers visible.
Outcome 3.3: Eligible working-age people actively contributing to the Universal Pension Scheme	Percentage of working-age people eligible for UPS and not covered by a mandatory pension who made the minimum required contribution during the previous 12 months. Report by sex, age, income group, occupation and urban/rural residence.	1) Define active contribution and the eligible denominator. 2) extract unique contributors meeting the 12-month rule. 3) estimate eligible people without mandatory pension coverage from LFS and administrative data. 4) Divide active contributors by the eligible denominator and multiply by 100.	Shows whether voluntary old-age protection is attracting and retaining people outside established pension arrangements.
Outcome 3.4: Outgoing migrant workers receiving the defined migration-cycle protection package	Percentage of registered outgoing migrant workers who completed all components in the approved minimum package, for example insurance enrolment, pre-departure protection information and access to grievance/referral services. Report by sex, destination, skill category and origin district.	1) Approve the required package components. 2) take all registered departures in the year as the denominator. 3) match each person to the component records. 4) count a person only when every required component is complete. 5) Divide by registered departures and multiply by 100.	Tracks whether migrant-worker protection operates as a connected pathway rather than separate activities that may not reach the same worker.
Outcome 3.5: Graduation or livelihood-support participants with sustained employment or increased real earnings 12 months after exit	Percentage of traced participants who, 12 months after programme exit, are employed/self-employed or have higher inflation-adjusted earnings than at entry, using the approved success rule. Report by programme, sex, age, disability and location.	1) Record baseline work status and earnings at entry. 2) select the exit cohort and trace it after 12 months. 3) adjust earnings using CPI and apply the approved success rule. 4) Divide successful participants by all valid traced participants and multiply by 100. 5) report response rate and test attrition bias.	Shows whether time-bound employment and livelihood support produces a sustained economic result rather than only training completion or short-term placement.

Indicator	Definition (including any disaggregation)	Data Collection Methods (detailed step-by-step instructions for the results-framework table)	Why this indicator matters and what it is intended to show
Outcome 4.1: Major social protection programmes with an operational and tested shock-responsive scale-up protocol	Percentage of designated major programmes meeting all five criteria: approved protocol, objective triggers, identified financing, defined registry/list process, and a payment or delivery test within the previous 24 months. Report by programme and shock type.	1) Confirm the designated programme list. 2) collect evidence for each of the five criteria. 3) score a programme as operational only if all criteria are met. 4) verify tests or actual activations. 5) Divide compliant programmes by designated programmes and multiply by 100.	Distinguishes a functioning shock-response capability from a policy statement and identifies which operational element is missing.
Outcome 4.2: Eligible shock-affected households receiving first additional assistance within 30 days of activation	Percentage of households on the final eligible shock-response list that received the first successful additional cash, food or other approved assistance within 30 calendar days of formal activation. Report by shock, location, sex of household head, disability and regular-beneficiary status.	1) Record activation date and freeze the final eligible list with revision history. 2) match households to first successful delivery date. 3) count deliveries within 30 days. 4) Divide by all eligible households and multiply by 100. 5) report late, failed and unresolved cases.	Measures whether scale-up reaches affected households when support is most needed, using a clear service standard.
Outcome 4.3: Regular benefit payments delivered in full and on time in shock-affected areas	Percentage of regular cash-benefit transactions due to beneficiaries in officially affected areas that were paid for the full scheduled amount by the applicable deadline. Report by programme, location, payment channel and failure reason.	1) identify all regular transactions due in affected areas. 2) match them to settled payment records. 3) count a transaction only if the full amount arrived by the deadline. 4) Divide compliant transactions by all due transactions and multiply by 100. 5) reconcile value and case totals.	Tests whether shock response adds support without disrupting the regular protection on which existing beneficiaries depend.
Outcome 4.4: Assisted shock-affected households reporting that support met priority needs and reduced harmful coping	Percentage of surveyed assisted households that both report that assistance met their most important immediate needs and report that it prevented or reduced at least one agreed harmful coping action. Report by shock, sex of household head, disability, poverty group and location.	1) draw a representative sample from assisted households. 2) ask the approved needs and coping questions 1-3 months after assistance. 3) count households meeting both conditions. 4) Divide by all valid respondents and multiply by 100. 5) report each component separately as supporting information.	Adds beneficiary evidence on suitability and protective value, which administrative delivery records cannot show.
Outcome 5.1: Genuine social protection expenditure as a share of GDP	Budgeted and actual government expenditure meeting the approved 'genuine social protection' classification, divided by nominal GDP. Report budget and actual values and disaggregate by function, lifecycle stage, programme, ministry and financing source.	1) apply the approved classification to iBAS++ expenditure lines. 2) remove non-core and duplicate items. 3) sum budget and actual expenditure separately. 4) Divide each by the corresponding nominal GDP and multiply by 100. 5) document classification and GDP revisions.	Shows the fiscal priority and credibility of the NSSS while preventing unrelated spending from being counted as social protection.
Outcome 5.2: Number of social protection programmes in the approved national portfolio	Count of distinct programmes that meet the approved national social protection programme definition and appear in the controlled portfolio register. Projects, administrative activities and subcomponents must not be counted as separate programmes unless they meet the definition.	1) maintain one controlled portfolio register with programme ID, purpose, lead agency and budget code. 2) apply the programme definition to new and existing entries. 3) record mergers, closures and successor programmes. 4) count active programmes at the annual cut-off. 5) publish changes from the prior year.	Tracks programme rationalisation while requiring a transparent definition and change record, reducing the risk of presenting an accounting change as reform.

Indicator	Definition (including any disaggregation)	Data Collection Methods (detailed step-by-step instructions for the results-framework table)	Why this indicator matters and what it is intended to show
Outcome 5.3: Priority programmes using the Dynamic Social Registry for eligibility, verification and updating	Percentage of designated priority programmes that used the DSR during the year for all three functions: eligibility assessment, beneficiary verification and record updating/reassessment. Report each function and programme separately.	1) confirm the designated programme list and required evidence. 2) review DSR audit logs and programme records for each function. 3) score a programme as compliant only when all functions show routine use. 4) independently verify a sample. 5) Divide compliant programmes by designated programmes and multiply by 100.	Measures operational use of the registry, not its existence or a one-time system connection, and links the reform to better selection and updating.
Outcome 5.4: Scheduled cash-benefit value paid in full and on time through G2P channels	Percentage of total cash-benefit value scheduled during the period that reached the intended account or wallet for the full amount by the programme deadline through an approved G2P channel. Report by programme, provider, location and failure reason.	1) obtain the certified payroll of due transactions and value. 2) match each item to final settlement records. 3) exclude reversed, failed, partial or late value from the numerator. 4) Divide full and on-time settled value by scheduled value and multiply by 100. 5) reconcile case and value totals.	Combines digital delivery with the result beneficiaries need: the complete benefit arriving on time. It prevents system connection alone from being treated as successful payment delivery.
Outcome 5.5: Social protection grievances resolved within the applicable service standard	Percentage of valid social protection grievance cases whose service-standard deadline fell in the reporting period and that were resolved by that deadline. Withdrawn and duplicate cases are reported separately. Disaggregate by programme, channel, complaint type, location, sex and disability where safe.	1) consolidate valid cases from agreed GRS systems. 2) assign the applicable service deadline. 3) count cases with a documented outcome on or before the deadline. 4) Divide timely resolved cases by all cases due in the period and multiply by 100. 5) audit a sample for actual remedy and record appeals.	Measures timely access to remedy, not only case closure, and helps identify recurring delivery problems by programme, location and complaint type.
Outcome 5.6: Core strategy-indicator submissions received on time and passing validation without material resubmission	Percentage of core indicator submissions due in the period that were received by the deadline and passed the approved completeness, consistency and source checks without a material resubmission. Report by indicator, source institution and validation issue.	1) list every indicator submission due and its deadline. 2) log receipt date and validation results. 3) count a submission only if it is timely and passes without material resubmission. 4) Divide compliant submissions by all due submissions and multiply by 100. 5) retain the validation and revision record.	Tracks whether the performance architecture can produce timely, credible information and identifies where reporting support or data correction is needed.
Outcome 5.7: Scheduled evaluations completed, published and accompanied by a management response	Percentage of evaluations scheduled for completion in the approved multi-year plan that were completed to the required quality standard, published, and received an approved management response within 90 days. Report by evaluation type, programme and commissioning agency.	1) freeze the annual list of evaluations due. 2) verify report approval and quality review. 3) verify publication and a management response within 90 days. 4) count an evaluation only when all three conditions are met. 5) Divide compliant evaluations by evaluations due and multiply by 100.	Tracks implementation of the evaluation architecture and ensures that a completed study leads to a public finding and an accountable response.
Outcome 5.8: Annual NSSS review and CMC corrective actions completed by the agreed deadline	Percentage of corrective actions from the annual NSSS review and formal CMC decisions whose deadlines fell in the reporting period and that were completed with accepted evidence by the agreed date. Report by responsible institution, action type and status.	1) enter each approved action with owner, deadline and evidence requirement. 2) update status quarterly. 3) verify submitted evidence before marking complete. 4) Divide on-time completed actions by all actions due in the period and multiply by 100. 5) carry overdue actions forward visibly.	Shows whether performance and evaluation evidence leads to implemented decisions rather than ending with a meeting or report.

Indicator	Definition (including any disaggregation)	Data Collection Methods (detailed step-by-step instructions for the results-framework table)	Why this indicator matters and what it is intended to show
Outcome 5.9: Social protection applicants and beneficiaries reporting a satisfactory service experience	Percentage of recent social protection applicants and beneficiaries who report being satisfied or very satisfied overall with their most recent programme interaction during the previous 12 months. Supporting questions should cover information, accessibility, respectful treatment, timeliness, predictability, payment or service receipt and grievance access. Report by applicant/beneficiary status, programme, channel, sex, age, disability, location and urban/rural residence.	1) Approve a short common survey module and define the eligible respondent population. 2) Draw a representative sample of recent applicants and beneficiaries across major programmes and channels, including unsuccessful applicants. 3) Conduct confidential interviews independent of frontline service providers. 4) Count respondents selecting satisfied or very satisfied on the approved overall question. 5) Divide by all valid weighted responses and multiply by 100. 6) Publish domain results, non-response and disaggregations alongside the overall rate.	Adds a system-wide measure of accessibility and service quality that administrative records and grievance-closure rates cannot provide. It should be read with payment, enrolment, grievance and qualitative evidence because satisfaction can be influenced by expectations and courtesy bias.

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