

SUGGESTED TEMPLATE FOR PROJECT PROGRESS REPORT

Country Office / Regional Programme

PROJECT PROGRESS REPORT TEMPLATE

(For Project Board reviews to be generated from Quantum)

REPORTING PERIOD¹: January 2024 – December 2024

The template below introduces the minimum requirements for the standard reporting done by the Project Manager and team. The report must be reviewed for quality by the Programme Officer. It is envisaged that most of the data will be generated from Quantum if all data is entered and maintained up to date (current discussions ongoing with BPPS/BMS). Annotated guidance is provided and should be removed when using the template.

Project Summary Information	
Project Title	Social Protection Policy Support Programme, Phase II
Project ID	00090394
Project Duration	July 2023 to June 2026
Location	National level
CPD/UNSDCF/RPD/SP Outputs	BGD_OUTPUT_1.3/UNSDCF Output 2.3/SP Output 1.2
Gender marker	Gender equality as a significant objective
Digitalization marker	Output partially enabled through digital technology
Implementing Partner	Cabinet Division and GED
Total budget	US\$ 3,328,895
Donors (funding sources)	DFAT/UNDP
Budget (annual budget)	US\$ 1,151,532
Expenditure recorded for the reporting period	US\$ 1,151,532
Expenditure recorded for the total project	US\$ 1,430,952
Project Manager name:	Aminul Arifeen

1. Executive Summary

¹ Periodicity of this project progress report will be determined based on online input; it can be used quarterly, half-yearly, or annually. Once the data from this tool is input into Quantum, one can generate multi-year, annual, or quarterly reports, as the system should be able to aggregate various periods as long as they have been reported. The minimum requirement for Project Board to meet at least once to review progress and risks is annual - per policy.

A brief analysis of key project results, achievements, and challenges, highlighting their contribution to the relevant CPD/RPD outcome/output. This could also be activity verification, beneficiaries' feedback, changes brought about by capacity development interventions, etc., depending on the type of intervention and guided by the objectives as per [monitoring policy](#) (track performance, analyze evidence, report on performance and lessons)

Key Results & Achievements

The project significantly contributed to CPD Output 1.3 by strengthening Bangladesh's social protection system and advancing the inclusion of the elderly, persons with disabilities (PwD), and female beneficiaries through policy reforms, capacity-building, and system enhancements:

- **Expansion of Social Protection Coverage:** Support for the National Social Security Strategy (NSSS) increased PwD beneficiaries to 3.2 million, old age allowance recipients to 6 million, and mother and child benefit program coverage to 1.65 million, improving access to essential social protection services.
- **Improved Targeting & Data Availability:** Establishing interoperability among social protection MISs is on track, reducing inclusion errors and enhancing access to age- and sex-disaggregated data for informed decision-making.
- **Strengthening Policy Frameworks:** A Joint Platform was engaged to develop a comprehensive, human rights-based Social Protection Framework for PwD, ensuring a more inclusive and evidence-driven approach.
- **Consensus on the National Social Insurance Scheme (NSIS):** High-level consultations led to policy consensus for developing the NSIS and drafting the National Social Insurance Act, laying the foundation for broader social protection reforms.

Challenges

Political and Institutional Disruptions: Frequent changes in government leadership following the public uprising from July to August 2024, the ousting of the last regime, and changes in key policymakers affected the speed of policy reform implementation.

Stakeholder Coordination: Divergent priorities among government agencies, UN entities, and civil society slowed consensus-building and decision-making.

Data Gaps & Capacity Limitations: Limited availability of disaggregated data hindered robust evidence-based policymaking, while insufficient technical capacity among stakeholders affected effective framework development and implementation.

Contribution to CPD/RPD Outcome

The project supports CPD Outcome 1 by fostering an inclusive, resilient, adaptive social protection system. Capacity development initiatives have strengthened institutional coordination, data-driven decision-making, and policy alignment with human rights principles, leading to more sustainable and inclusive social protection measures.

Lessons & Way Forward

- **Institutionalizing Reforms:** Embedding policy changes within public institutions and formalizing frameworks will mitigate disruptions from political transitions.

- **Enhancing Data Systems:** Strengthening disaggregated data collection and analysis is crucial for improving targeting and impact assessment.
- **Capacity Development:** Continuous training in rights-based social protection approaches will ensure long-term sustainability and effective implementation of reforms.

These efforts will serve as a foundation for future advancements in Bangladesh's social protection landscape, ensuring long-term benefits for vulnerable populations.

2. Progress Review

a) Key results achieved

Highlight concrete results achieved/underachieved in the reported period, including progress towards gender equality and women's empowerment in the reporting period. If applicable, highlight achievements in digitalization and innovation. What implementation issues were highlighted in the previous reporting period, and how were they managed?

Concrete Results Achieved & Underachieved

During the reporting period, **the Social Protection Policy Support (SPPS) Program significantly strengthened Bangladesh's social protection system**, particularly in expanding coverage, enhancing governance, and advancing disability inclusion.

- **Expansion of Beneficiary Coverage:** The number of beneficiaries under key social protection schemes increased significantly. Old Age Allowance beneficiaries rose from 5.8 million (2023) to 6 million (2024), Persons with Disability Allowance from 2.9 million to 3.2 million, and the Mother and Child Benefit Program from 1.5 million to 1.65 million.ⁱ
- **Advancing Disability-Inclusive Social Protection:** The engagement of a Joint Platform facilitated the development of a comprehensive, human rights-based Social Protection Framework for Persons with Disabilities (PwD)ⁱⁱ.
- **Institutional Strengthening:** A UN to UN agreement with ILOⁱⁱⁱ where UNDP Bangladesh to engage ILO Bangladesh to provide technical support to the government to prepare a roadmap for National Social Insurance Schemes (NSIS) and its implementation strategy in Bangladesh through consultative and consensus-building process engaging the relevant ministries/divisions, stakeholders and coordinating with development partners in preparing a roadmap for developing the NSIS and its implementation strategy for Cabinet approval.
- **Digitalization & Innovation:** The interoperability of social protection Management Information Systems (MISs) improved, enhancing data integration and ensuring targeted, efficient service delivery^{iv & v}.

Progress on Gender Equality & Women's Empowerment

The program reinforced gender-responsive social protection through:

- **Targeted Benefits for Women and Mothers:** Expanding the *Mother and Child Benefit Program* ensured that more women received financial support.^{vi}
- **Gender-Disaggregated Data Enhancement:** Strengthening data systems by establishing interoperability among different ministries/divisions' social protection MISs, thus improving tracking of women's access to social protection and supporting gender-responsive policymaking.^{vii}
- **Disability Inclusion with a Gender Lens:** The Social Protection Framework for PwD emphasized gender-sensitive approaches, ensuring better representation of women with disabilities.^{viii}

Addressing Implementation Issues reported in the previous reporting period

Some key initiatives faced challenges, as reported in the previously reported period. The functionality of Disability Committees under the Disability Act 2013 remained limited, impacting grassroots representation in policy decisions. Additionally, while pension reforms progressed, full integration into a broader social protection framework is still pending.

Challenge 1: Slow Policy Reform Progress Due to Organizational Complexities

Action Taken:

- Strengthened inter-ministerial coordination mechanisms by facilitating dialogue to streamline social protection reforms and expanded capacity-building initiatives for policymakers to navigate complex governance structures and improve decision-making efficiency.^{ix}

Challenge 2: Limited Functionality of Disability Committees

Action Taken:

- The functionality of Disability Committees under the Disability Act 2013 remained a challenge, impacting grassroots representation in policy decisions. In partnership with SDG Alliance, SPPS drafted a social protection framework for PwDs that provides a clear pathway for integrating disability inclusion into the upcoming national social security strategy. The framework identified these challenges and calls for strengthened monitoring mechanisms and enhanced accountability to ensure these committees can deliver their responsibilities.^x

These measures contributed to a more inclusive, responsive, and resilient social protection system, ensuring that vulnerable populations, especially women and persons with disabilities, are better protected.

b) Output progress

Progress reported against each output. Link to the last report submitted, and please mention the status of previously delayed outputs.

Output statement	Baseline Value type	Indicators	Annual Targets	End of the project target	Status: On-track/ off-track / complete	Means of verifications and comment to substantiate the selected response
1. Governance Strengthening in Social Protection	1.1. Non-Quantifiable (Text)	1.1. Dedicated NSSS Central Management Committee (CMC)/Sub-Committee/M&E Committee headed by Cabinet Secretary/Secretary C&R, Cabinet Division/Member (Secretary) GED activated with fit for purpose composition and scope for efficient implementation of reforms plans.	1.1 Oversee the implementation of the reform action plans as in the APA Decisions on 2nd MTR findings and recommendation	1.1 The final NSSS Evaluation shows significant reform progress	1. On-track	1.1 The CMC oversaw consultations with 39 ministries and five thematic clusters as part of the NSSS Action Plan monitoring exercise. CMC members reviewed a draft report, with key findings to be presented at the Bangladesh Social Security Conference 2025. The APA Committee in the Cabinet Division evaluated ministries' performance and provided

						guidance to ensure accurate reflection of NSSS activities in the APA. Additionally , advisory support was given during the CODI workshop to aid EU reporting and budget support, while the LCG Governanc e and Social Protection meeting strengthen ed engagemen t between the Governmen t of Bangladesh (GoB) and developme nt partners (DPs) for improved social protection accountabil ity. These actions reflect the activation and fit-for-purpose compositio
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						n of the CMC for effective reform monitoring and evaluation.
	1.2 Non-Quantifiable (Text)	1.2 Percentage of Old Age Allowance and Persons with Disability Allowance expenditure against GDP	1.2 OAA (15% increase from 2019)	1.2 OAA (40% increase from 2019)	1.2 On-track	1.2 Percentage of Old Age Allowance expenditure against GDP decreased by 17.80% from baseline
	1.3 Non-Quantifiable (Text)	1.3 Functional and utilized web-based social protection dashboard for improved monitoring of social protection reforms incorporated in the Annual Performance Agreement (APA)	1.3 Functioning dashboard with M&E sex and age disaggregated data developed for CMC sub-committee / M&E committee review, follow-up, and feedback to line ministries on social protection reform progress	1.3 NSSS 2026+ incorporates a section on the dashboard and revised M&E framework	1.3 On-track	1.3 Dashboard with M&E functioning developed for CMC sub-committee / M&E committee review, follow-up, and feedback to line ministries on social protection reform progress with ministries expected to share their sex and age

	1.4 Non-Quantifiable (Text)	1.4 Increase knowledge about reform priorities of 5 key line ministries (Cabinet Division, GED, MoSW, MoF, MoLE) with evidence of support from senior leadership to implement them	1.4 Line ministries have provided high-quality inputs into key policy proposals	1.4 Line ministries demonstrate significantly increased capacity to sustain the reform effort	1.4 On-track	disaggregated data. 1.4. Line ministries have provided high-quality inputs into number of key policy proposals including draft NSIS policy, draft NSSS 2026+ with support from SPPS at a residential workshop with high-level officials with Cabinet Secretary as the chair.
2. System Strengthening in Social Protection	2.1 Non-Quantifiable (Text)	2.1 By 2025, Government has significantly increased coverage of old age persons and persons with disability by adopting an universal approach (sex and age disaggregated)	2.1 OA increased by 50% from baseline Persons with Disabilities increased by 50% from the baseline	2.1 OA increased by 100% from baseline Persons with Disabilities increased by 100% from the baseline	2.1 On-track	2.1 OA increased by 36% from baseline Persons with Disabilities increased by 80% from the baseline OAA coverage increased

						by 36%. It has been identified that the reason for the increase fell short of the expected 50% is because, since the inception of online-based payment, it has become possible to identify the ghost beneficiaries. As a result, although there is a consistent increase of the OAA coverage, because of the omission of the ghost beneficiary, the number of OAA beneficiary has not increased as it was projected.
	2.2 Non-Quantifia	2.2 By 2025, Government has adopted gender and	2.2 The final draft NSIS policy is presented	2.2 Proposals for NSIS policy is	2.2 On-track	2.2 The final draft NSIS policy is

	ble (Text)	disability inclusive NSIS	before the Cabinet Committee on Social Security (5 Ministers headed by the Minister of Finance)	place by the Govt.		presented before the Cabinet Committee on Social Security The National Parliament of Bangladesh adopted a bill on Universal Pension, and the GoB has introduced Universal Private Pension for all based on the study findings in 2023.
	2.3 Non- Quantifiable (Text)	2.3 By 2025,NSSS 2026+ adopted a genderand disability responsive universal social security approach	2.3 Ensured better management support to budget, quality assurance, audits, partnership, DPs coordination, and reporting on Social Protection	2.3 A gender and disability- responsiv e NSSS 2026+ finalized		2.3 Better managemen t support ensured to budget, quality assurance, audits, partnership , DPs coordinatio n, and reporting on Social Protection

3. Technical Assistance and Management Cost	3.1 Non-Quantifiable (Text)	3.1 By 2025, Government has significantly increased coverage of old age persons and persons with disability by adopting an universal approach (sex and age disaggregated)	3.1 Ensured better management support to budget, quality assurance, audits, partnership, DPs coordination, and reporting on Social Protection	3.1 Committees, programme components, budget, quality assurance, audits, partnership, DPs coordination, and reporting supported	On-track	3.1 Better management support ensured to budget, quality assurance, audits, partnership, DPs coordination, and reporting on Social Protection
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Data sources and references (can be prepared as an annex with details)

Means of verification will require evidence, links, reference, photos, transcripts from exit interviews, feedback surveys, call center reports, phone verification, etc. All methods and means used to collect and report on the results should be described, and links prepared for future reference, spot checking, and verification by independent teams when necessary. It also means that the same expectation will apply when third-party monitors are used.

If the data source involved meetings, then details of meeting participants and matters discussed and agreed actions should be documented as part of the evidence/data source.

3. Communications, visibility, and partnerships

Please provide URLs specific to this project (for example, project websites, social media sites, media coverage, etc.) as far as this is applicable. Note that some of these links would be the evidence and data sources for point no. 3 above.

On partnerships, record if new co-financing (cash contribution, parallel co-financing, or in-kind) has been generated as committed in the project (applies to Vertical Funds projects)

1. Website on Social Protection in Bangladesh of Cabinet Division and GED with technical assistance from SPPS Programme www.socialprotection.gov.bd

2. Op-ed: "It's time to fight inequality: Exploring the roots of inequality in Bangladesh and offering actionable steps to create a more just and equitable society"
<https://epaper.dhakatribune.com/epaper/details/120826>

3. Podcasts featuring:

- *Ms. Lamiya Morshed, Principal Coordinator for SDGs Affairs, Chief Adviser's Office, Government of the People's Republic of Bangladesh*
<https://tinyurl.com/89t75tdh>
- *Ms. Sonali Dayaratne, Deputy Resident Representative, UNDP Bangladesh*
<https://tinyurl.com/2edh9hyt>
- *Mr. Mohammad Khaled Hasan, Additional Secretary (Coordination), Cabinet Division, Government of Bangladesh*
<https://tinyurl.com/bddc7c7d>
- *Mr. Khandaker Jahurul Alam, Executive Director, Centre for Services and Information on Disability – "Expected Social Protection Policies in favour of Persons with Disabilities"*
<https://tinyurl.com/3tcd3dvu>
- *Ms. Mohua Paul, Co-founder, Access Bangladesh Foundation*
<https://tinyurl.com/2d638u7a>
- *Mr. Jahangir Alam, Executive Member, Visual Impaired Society*
<https://tinyurl.com/2p9nmrhh>
- *Mr. Mustafizur Rahman, Country Director, Abunx Bangladesh*
<https://tinyurl.com/3djhsue>
- *Mr. Monsur Ahmed Choudhuri, an esteemed human rights activist and development practitioner – "People with Disabilities in Bangladesh: Expected Actions and Policy from the Government of Bangladesh"*
<https://tinyurl.com/n4thy8dt>
- *Mr. Nafees Rahman, Disability & Development Consultant – "Development talk with on Persons with Disabilities on policy issues"*
<https://tinyurl.com/2yw7bb2y>
- *Mr. Aminul Arifeen, National Project Manager, Social Protection Policy Support (SPPS) Programme – "Unnayan Adda"*
<https://tinyurl.com/5f74fuea>

4. Project risks and mitigation measures

Define key challenges and issues noted, whether new/recurrent/persistent. Describe new risks identified and propose ways to correct a course of action and agreed with responsible members to address these and the timelines. Describe if escalation is required for Project Board or other mechanisms

The following persistent and emerging challenges continue to affect the progress of social protection reforms:

- **Fragmented Development Partner (DP) Support:** Lack of coordination among DPs results in overlapping initiatives and inconsistent policy guidance, undermining government commitment to universal social protection.
- **Institutional Complexity & Policy Alignment:** Coordinating 39 ministries/divisions in social protection reform remains difficult due to varying priorities and institutional capacity gaps.

Risk register must be attached as an annex to the report.

5. Lessons Learned

Document any lessons that will be applied to address challenges or improve the implementation pace. Outline any good practices, as applicable.

Lessons Learned

1. **Strengthening Development Partner (DP) Coordination Improves Policy Alignment**
 - Fragmented DP support has slowed implementation. Establishing a Development Partner Coordination Forum will enhance synergy, reduce redundancies, and align technical and financial resources for social protection reforms.
2. **Institutionalizing Multi-Stakeholder Coordination is Critical**
 - Given the complexity of engaging 39 ministries/divisions, embedding technical working groups within government structures will enhance ownership and policy continuity, preventing reforms from stalling due to leadership transitions.
3. **Capacity Building Must be Continuous and Targeted**
 - Government officials need sustained technical training on social protection laws, policies, and data-driven decision-making to ensure reforms are effectively implemented and not dependent on specific individuals.

Good Practices Applied

1. **Interoperability of Social Protection MISs Enhances Targeting & Efficiency**
 - The ongoing integration of social protection databases is reducing inclusion/exclusion errors, improving evidence-based policymaking, and optimizing benefit distribution.
2. **Use of Joint UN Platforms for Rights-Based Policy Development**
 - The Joint UN Platform on National Social Insurance Scheme (NSIS) and Social Protection for PwD has fostered a coordinated and rights-based approach, ensuring that social protection policies prioritize inclusivity and accessibility.

Applying these lessons and scaling good practices will be instrumental in overcoming barriers and accelerating the implementation of social protection reforms in Bangladesh.

6. Way Forward

Based on the above, following key issues which need to be addressed/prioritized for next reporting period

Key Priorities for the Next Reporting Period

- 1. Enhancing Development Partner (DP) Coordination for Unified Support**
Establish a Development Partner Coordination Forum to align technical and financial resources, ensuring a more coherent approach to universal old age, disability, and social insurance reforms.
- 2. Strengthening Institutional Coordination Among Ministries**
Institutionalize technical working groups within government structures to enhance ownership, streamline coordination across 39 ministries/divisions, and sustain momentum for policy implementation.
- 3. Scaling Up Capacity Building for Policy Implementation**
Conduct targeted training for government officials on social protection laws, data-driven decision-making, and digital tools, ensuring long-term sustainability of reforms.
- 4. Accelerating Interoperability of Social Protection MISs**
Expand the integration of social protection databases to improve targeting accuracy, reduce benefit duplication, and support evidence-based policy adjustments.
- 5. Operationalizing Disability Committees at All Levels**
Strengthening training and awareness initiatives for Upazila and District Disability Committees to ensure full functionality, enabling grassroots-level participation in policy decisions.
- 6. Promoting Inclusive and Rights-Based Policy Development**
Continue leveraging the Joint UN Platform to drive the development of inclusive social protection frameworks, prioritizing marginalized and vulnerable populations.

By addressing these priorities, the program will enhance the effectiveness and sustainability of social protection reforms in Bangladesh.

Priority actions for the project and other teams before the next reporting cycle.

Issue/observation	Action to be taken	Responsible	Timeline
Fragmented DP support affecting government commitment to universal old age, disability, and social insurance reforms	Establish a Development Partner Coordination Forum to align financial and technical assistance	Project Team, Development Partners, GoB	Q3

Coordination challenges across 39 ministries/divisions and thematic clusters	Institutionalize technical working groups within government structures to improve coordination and policy ownership	Project Team, Cabinet Division, Key Line Ministries	Ongoing
Limited technical capacity among government officials on social protection laws and digital tools	Conduct targeted training programs on rights-based social protection, digital systems, and data-driven policymaking	Project Team, UN Agencies, Relevant Ministries	Q3
Lack of full interoperability among social protection MISs	Expand integration of social protection databases to improve targeting accuracy and policy decisions	Project Team, Cabinet Division, Finance Division	Ongoing
Need for inclusive and rights-based policy development	Continue leveraging the Joint UN Platform to ensure inclusive policy frameworks for vulnerable groups	Project Team, UN Agencies, Development Partners	Ongoing

Annexures

Annexure 1: Risk Register

#	Event	Cause	Impact(s)	Risk Category and Sub-category (including Risk Appetite)	Impact, Likelihood & Risk Level (see Annex 3 Risk Matrix)	Risk Valid From /To	Risk Owner (individual accountable for managing the risk)	Risk Treatment and Treatment Owner
1	Policy reforms and inter-ministerial coordination efforts for social protection may be delayed in June 2026.	If government officials are unable to engage themselves in implementing the social protection agenda due to their lack of capacity,	Delayed the intended social protection reforms set in 2024 to 2026.	1. SOCIAL AND ENVIRONMENTAL (1.12. Stakeholder engagement) - UNDP Risk Appetite: CAUTIOUS	Likelihood : 3 - Moderately likely Impact: 3 - Intermediate Risk level: MODERATE (equates to a risk appetite of EXPLORATORY)	From: 01-Jul-23 To: 30-Jun-26	Anowarul HAQ Portfolio Manager -D. Governance.	Risk Treatment: 1. Orientation for the newly transferred Government Officials through a social protection toolkit is available on the website. 2. The Development of Social Protection Policy Toolkit for newly transferred Government Officials,

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								which consists of Reference and Learning Materials to guide the mainstreaming of the NSSS Action Plan (Phase 2) to mitigate the change in leadership challenges. The user-friendly toolkit is available on the website. Risk Treatment Owner:

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								Aminul Arifeen, Project Manager, SSPS Program
2	Confrontational politics and the next national parliamentary election may increase the conflicts in national politics and subsequent people unrest and instability in national social security from 2024 to 2026.	Acute ideological and political differences associated with the Interim Government's electoral reform and political views on conducting the next national parliamentary election are accepted and adopted	Delayed the regular operations, institutional, and program reform implementation by 2026.	8. SAFETY AND SECURITY (8.2. Political instability) - UNDP Risk Appetite: CAUTIOUS	Likelihood : 3 - Moderately likely Impact: 3 - Intermediate Risk level: MODERATE (equates to a risk appetite of EXPLORATORY)	From: 01-Dec-23 To: 30-Jun-26	Anowarul HAQ Portfolio Manager - D.Governance	Risk Treatment: The project will develop a contingency plan to deal with such situations, with cautious observation of the capacity development of the govt officials and stakeholders.

#	Event	Cause	Impact(s)	Risk Category and Sub-category (including Risk Appetite)	Impact, Likelihood & Risk Level (see Annex 3 Risk Matrix)	Risk Valid From /To	Risk Owner (individual accountable for managing the risk)	Risk Treatment and Treatment Owner
		by the mainstream political parties.						Risk Treatment Owner: Aminul Arifeen, Project Manager, SSPS Program
3	Inter-ministerial coordination and cooperation for social protection reforms may not function effectively in 2024 and 2025.	If government officials are unable to engage themselves in inter-ministerial coordination and cooperation due to frequent changes in 2024 and 2025, especially for the	Delayed to meet the yearly achievement in 2024, 2025, and 2026 towards fully functional social protection system in 2026.	3. OPERATIONAL (3.5. Partners' engagement) - UNDP Risk Appetite: EXPLORATORY TO OPEN	Likelihood : 3 - Moderately likely Impact: 3 - Intermediate Risk level: MODERATE (equates to a risk appetite of EXPLORATORY)	From: 01-Jan-24 To: 30-Jun-26	Anowarul HAQ Portfolio Manager - D.Governance	Risk Treatment Orientation of the new government officials with the Social Protection Toolkit. The SSPS Program has initiated an alternate modality for DEX

#	Event	Cause	Impact(s)	Risk Category and Sub-category (including Risk Appetite)	Impact, Likelihood & Risk Level (see Annex 3 Risk Matrix)	Risk Valid From /To	Risk Owner (individual accountable for managing the risk)	Risk Treatment and Treatment Owner
		ongoing administrative and bureaucracy reform and political transition from August 2024 up to the end of 2025.						(Direct Execution) execution of activities under the NPD's approval and established a strong coordination mechanism through the CMC's approved reforms. Risk Treatment Owner: Aminul Arifeen, Project Manager, SSPS Program

#	Event	Cause	Impact(s)	Risk Category and Sub-category (including Risk Appetite)	Impact, Likelihood & Risk Level (see Annex 3 Risk Matrix)	Risk Valid From /To	Risk Owner (individual accountable for managing the risk)	Risk Treatment and Treatment Owner
4	National and socioeconomic policy priorities may change in 2026	New leadership may bring shifts in national and socioeconomic priorities, resulting from different political agendas, budget reallocations, or evolving development goals.	Realigned the NSSS with national policy priorities in line with poverty, inequality, employment opportunities, climate enabling zero carbon focused Strategy delayed the policy advocacy implementation from 2024 to 2026.	7. STRATEGIC (7.6. Change/turmoil in government) - UNDP Risk Appetite: OPEN TO SEEKING	Likelihood : 2 - Low likelihood Impact: 2 - Minor Risk level: MODERATE (equates to a risk appetite of EXPLORATORY)	From: 01-Jan-24 To: 30-Jun-26	Anowarul HAQ Portfolio Manager - D.Governance	Risk Treatment Advocacy along with partners to the policymakers and other stakeholders for social protection and adequate budget allocation for addressing the poor, vulnerable, marginalized population, green job creation, and shock-

#	Event	Cause	Impact(s)	Risk Category and Sub-category (including Risk Appetite)	Impact, Likelihood & Risk Level (see Annex 3 Risk Matrix)	Risk Valid From /To	Risk Owner (individual accountable for managing the risk)	Risk Treatment and Treatment Owner
								responsive adaptive social protection, correct beneficiary selection for ensuring social protection benefits reach to right people as a national priority to maintain social cohesion Risk Treatment Owner: Aminul Arifeen, Project Manager, SPPS

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								Program me
5	The interim government is unable to continue or is replaced by another government, leading to further political uncertainty and potential governance vacuums.	Political instability , prolonged unrest, or legal challenges could result in the collapse of the interim government, followed by the formation of a new government or a power vacuum.	Which may lead to complete disruption in policy continuity and governance, leading to suspension or delay of social protection reforms and/or risk of project objectives not being aligned with the new government's priorities, resulting in further delays or abandonment	7. STRATEGIC (7.6. Change/tur nover in government) - UNDP Risk Appetite: OPEN TO SEEKING	Likelihood : 2 - Low likelihood Impact: 3 - Intermedi ate Risk level: MODERAT E (equates to a risk appetite of EXPLORAT ORY)	From: 05-Aug-24 To: 30-Jun-26	Anowarul HAQ Portfolio Manager - D.Govern ance	Risk Treatmen t Monitor political developm ents closely and adjust advocacy strategies to align with the changing political landscape . Risk Treatmen t Owner: Aminul Arifeen, Project Manager, SPPS

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			ent of planned reforms.					Program me
6	Key policymakers or decision-makers critical to social protection reforms are absent, or there is a significant shortage of capable decision-makers in the interim or new government.	Political transitions, may result in the absence of experienced or empowered policymakers, leading to a leadership gap in critical government sectors.	Ongoing social protection reforms and strategic initiatives may be stalled or abandoned due to the absence of key decision-makers.	7. STRATEGIC (7.6. Change/tur over in government) - UNDP Risk Appetite: OPEN TO SEEKING	Likelihood : 2 - Low likelihood Impact: 3 - Intermediate Risk level: MODERATE (equates to a risk appetite of EXPLORATORY)	From: 05-Aug-24 To: 30-Jun-26	Anowarul HAQ Portfolio Manager - D.Governance	Risk Treatment Advocate for interim arrangements where key decisions can be delegated to empowered technocrats or administrative bodies to avoid policy paralysis. Risk Treatment Owner:

#	Event	Cause	Impact(s)	Risk Category and Sub-category (including Risk Appetite)	Impact, Likelihood & Risk Level (see Annex 3 Risk Matrix)	Risk Valid From /To	Risk Owner (individual accountable for managing the risk)	Risk Treatment and Treatment Owner
								Aminul Arifeen, Project Manager, SPPS Programme
7	Fragmented DP Support slows alignment on universal social protection .	Lack of coordination among Development Partners (DPs) leads to parallel initiatives, creating inconsistencies in policy advice and financial support.	Delayed implementation of universal social protection reforms due to misaligned strategies and funding gaps.	3. OPERATIONAL (3.5. Partners' engagement) - UNDP Risk Appetite: EXPLORATORY TO OPEN	Likelihood : 3 - Moderately likely Impact: 3 - Intermediate Risk level: MODERATE (equates to a risk appetite of EXPLORATORY)	From: 01-Jan-24 To: 30-Jun-26	Anowarul HAQ Portfolio Manager - D.Governance	Establish a Development Partner Coordination Forum to streamline efforts, harmonize funding, and align policy dialogue.

Annexure 2: Data Sources and References

Provide links to the sources of evidence (based on entries described in Q2 and 3)

ⁱ Social Protection in Bangladesh | Analytics <https://socialprotection.gov.bd/analytics/>

ⁱⁱ Workshop on Social Protection Framework for PwD held <https://socialprotection.gov.bd/2024/10/workshop-on-social-safety-net-for-people-with-disabilities-held-in-dhaka-october-23rd-2024/>

ⁱⁱⁱ UNDP-ILO agreement to prepare a roadmap for National Social Insurance Schemes and its implementation strategy https://drive.google.com/file/d/1KPkhmEHtLjUI4Z4VM-cR2LNagVsSW_nH/view?usp=sharing

^{iv} Minutes of Review meeting with the participation of focal point officers and technical representatives of Ministries/Departments to establish interoperability among social security programmes. (Single Registry MIS) <https://socialprotection.gov.bd/2024/10/minutes-of-review-meeting-with-the-participation-of-focal-point-officers-and-technical-representatives-of-ministries-departments-to-establish-interoperability-among-social-security-programmes-single/>

^v English translations of the Minutes of Review meeting with the participation of focal point officers and technical representatives of Ministries/Departments to establish interoperability among social security programmes. (Single Registry MIS)

<https://socialprotection.gov.bd/wp-content/uploads/2025/03/Interoperitibility-review-meeting-with-the-participation-o.pdf>

^{vi} Social Protection in Bangladesh | Analytics <https://socialprotection.gov.bd/analytics/>

^{vii} Social Protection in Bangladesh | Analytics <https://socialprotection.gov.bd/analytics/>

^{viii} Social Protection Framework for Persons with Disabilities in Bangladesh (Draft)

<https://socialprotection.gov.bd/2024/11/social-protection-framework-for-persons-with-disabilities-in-bangladesh-draft/>

^{ix} Consensus Building Policy Dialogue on Key Social Protection Reform Issues

<https://socialprotection.gov.bd/2024/05/policy-dialogue-on-national-social-security-strategy-nsss-implementation-status-and-future-guidance/>

^x Social Protection Framework for Persons with Disabilities in Bangladesh (Draft)

<https://socialprotection.gov.bd/wp-content/uploads/2024/11/Social-Protection-Framework-for-Persons-with-Disabilities-Draft.pdf>