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SDC & Social Protection Online Learning Series

Module 7: Governance / Systems Strengthening & Social Protection



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Topics



Around the World



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1. Introduction

Structure Module 7:

Governance / Systems Strengthening & Social Protection

STRUCTURE	TIME
1. Introduction	10 min
2. Technical Input Presentation	40 min
→ Q&A	10 min
Break	5 min
3. SDC Albania Case Study: Challenges & Lessons Learned from the LNOB Project	15 min
→ Q&A	25 min
4. Closing Words	10 min
5. Evaluation	5 min

Summary Module 1 & 2: Social Protection & Instruments



- **SP may serve different purposes:**
Prevention, **P**rotection, **P**romotion and **T**ransformation
(3 Ps & one T)



- **SDC engagements** cover:
 1. Social assistance
 2. Insurance
 3. Labour market policies &
 4. Systems strengthening

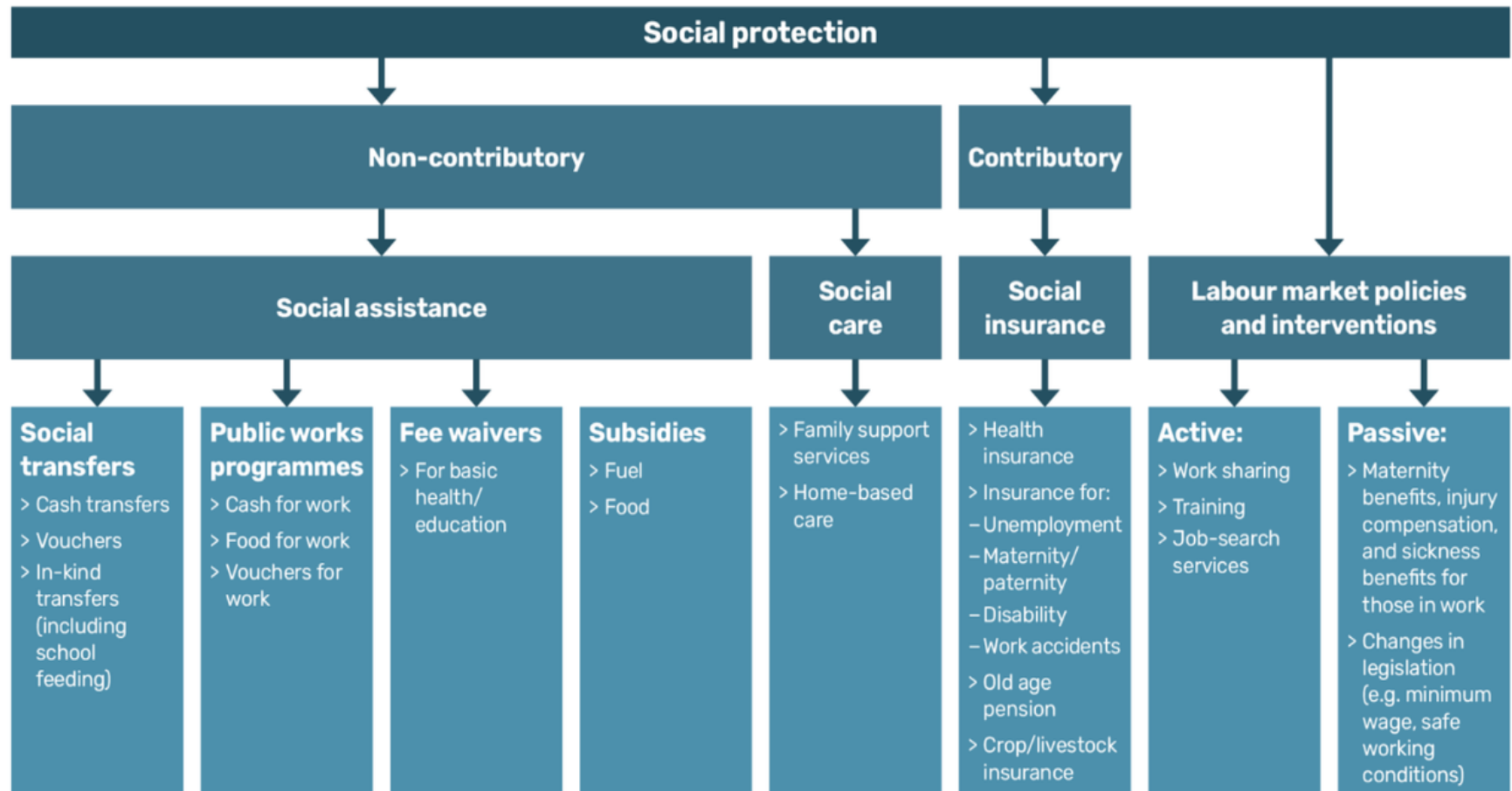


- **SP fits well to SDCs core concepts**
(LNOB, social inclusion, decent work, gender equality)
- **Different non-contributory & contributory SP instruments exist**
 - **Social assistance** (cash transfers, in-kind transfers, public works)
 - **Insurances** (health, old-age, catastrophic risks/agriculture)
 - **Labour market policies** (skills training, employability, cash plus)
 - **Social services** (child protection, family counselling, old age care)



- There are **many different socio-economic impacts** & evidence exists, but the **context always matters**
- **Presentations & recordings** available on [SDC Poverty-Wellbeing Shareweb](#)

Social Protection Tool Box



Source: [UKAID K4D Social Protection Topic Guide 2019](#), adapted from [O'Brien et al.](#) (2018: 6).

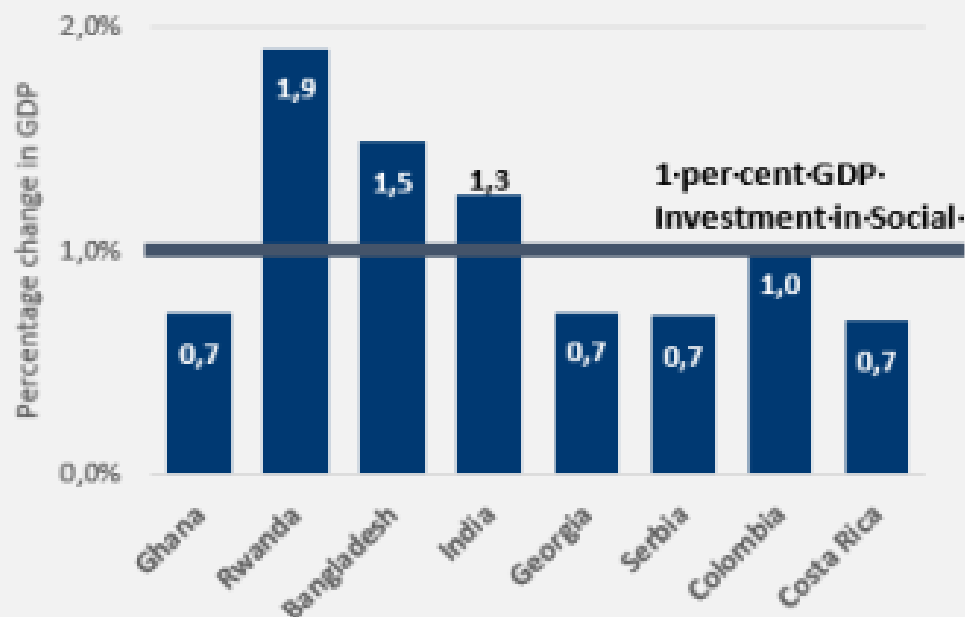
What is SP? Why do we need to invest in it?

The background image for the report cover is a dark blue, abstract composition. It features a network of glowing white lines connecting various points, resembling a digital or social network. Overlaid on this are faint, semi-transparent silhouettes of people in various poses, suggesting human activity and movement. Scattered throughout the scene are mathematical symbols and characters, including percentages, summation signs, and numbers, which add a layer of complexity and suggest themes of data, economics, and global trends.

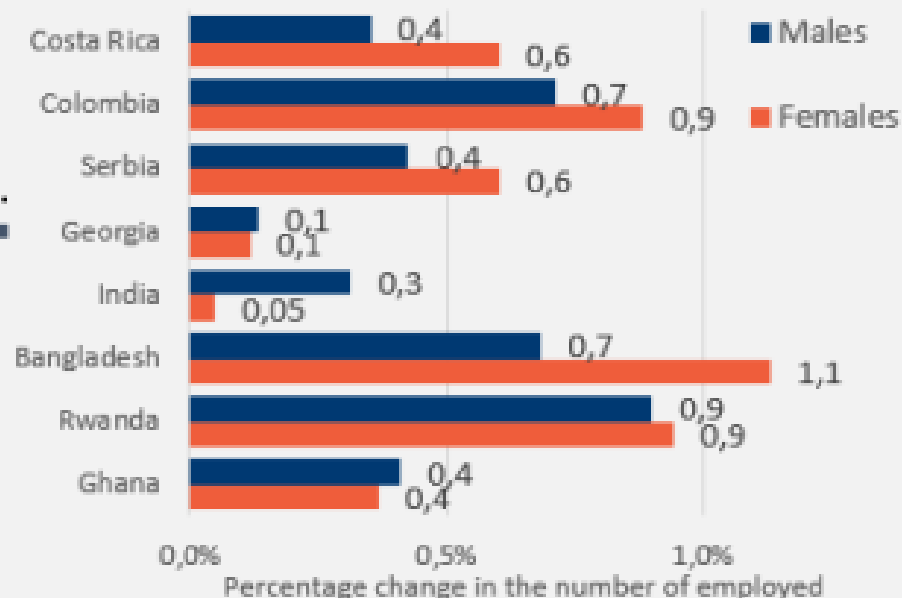
World Social Protection Report 2020-2022

What is SP? Why do we need to invest in it?

The investment of 1 per cent of GDP in social protection policies has a return on the GDP between 1.9 and 0.7 times the investment. ¶

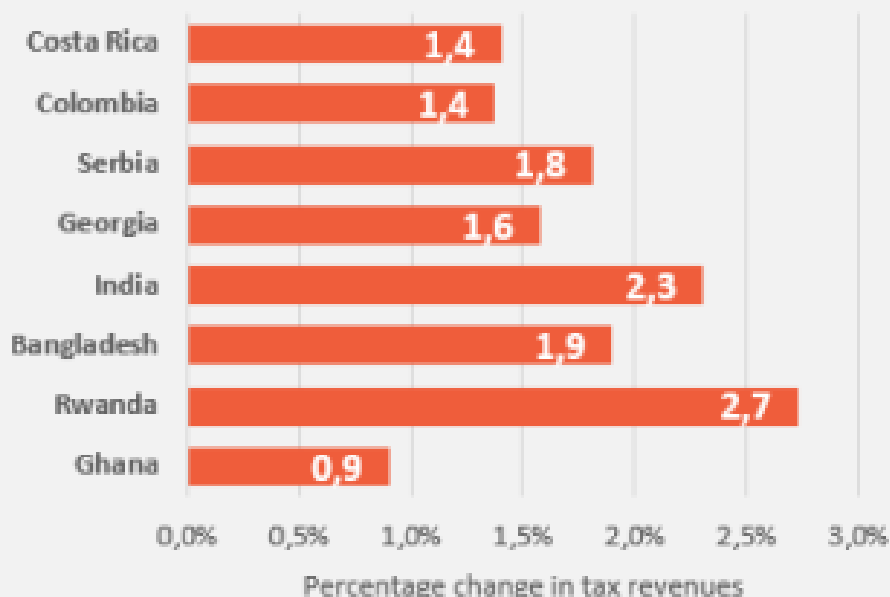


The investment of 1 per cent of GDP in social protection policies has a positive effect on the increase of number of employed, with a higher increase for female workers. ¶

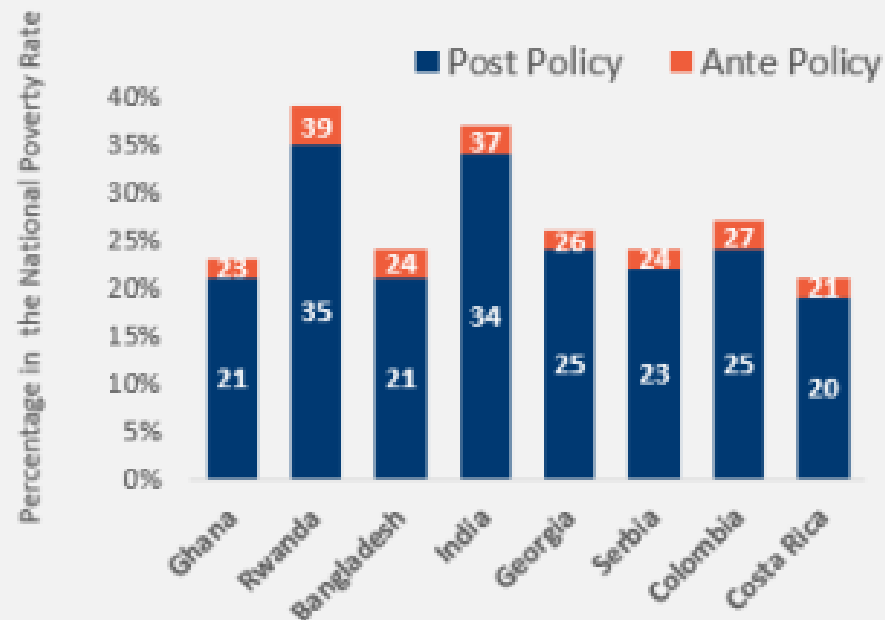


What is SP & why do we need to invest in it?

The investment of 1-per-cent-of-GDP in social-protection-policies has a positive effect on total tax revenues with a percentage increase between 0.9 and 2.7.¶



The investment of 1-per-cent-of-GDP in social-protection-policies has a positive effect in the reduction of poverty.¶





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2. Governance / Systems Strengthening & Social Protection



2.1 Governance in the SDC & the Link to SP

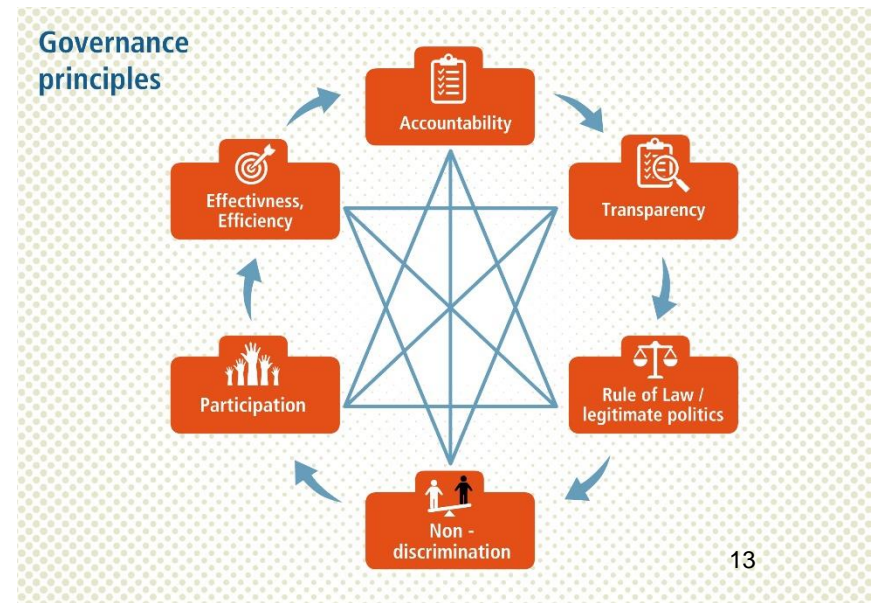
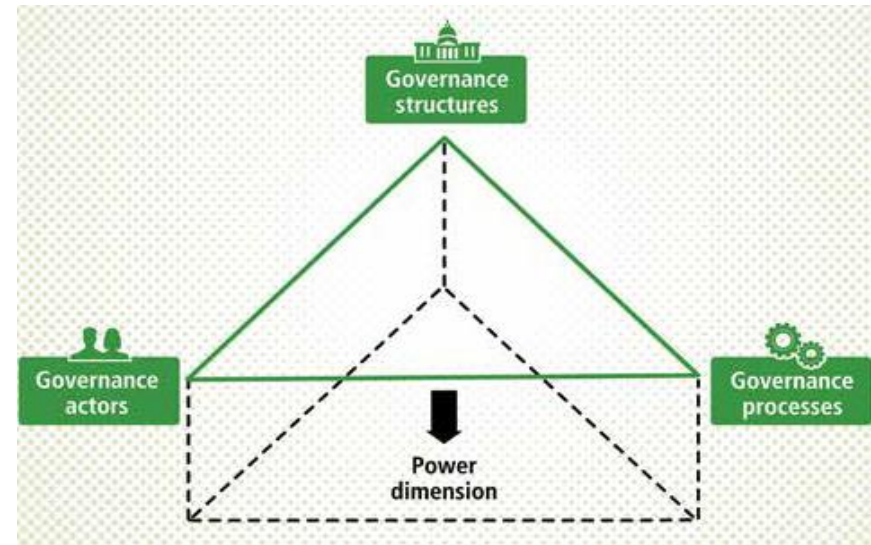
SDC Approach of Inclusive & Accountable Governance

- **What is it?** Inclusive Governance practices make governments more 'accountable, more inclusive, more accessible for ALL citizens'
- **What does it mean?** Putting people's well-being, basic human rights & peaceful coexistence at the centre of attention
- **What does it imply?** Promoting active citizenship & human rights, legitimate institutions & inclusive, participatory multi-level democracy for sustainable development
- **SDGs and LNOB:** Goal 16 & core ingredient to achieve ALL 17 SDGs & key for realizing LNOB-Principle
- **Social Protection:** Inclusive governance for realizing the right to social protection, in particular equal access to services



SDC's Governance Principles

- **Dual approach** to governance
- **Systemic approach** (across government levels & sectors)
- **Value-based good governance:** contextualised, long-term & incremental (process)
- **Well-being of the people** as principal objective (poverty↓, inequality↓, human rights↑, peace↑, fragility↓)
- Understanding **power & politics**





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2.2 Inclusive Governance & SP

Why is Governance a Key Element to SP?

- It supports the building of effective, accountable & inclusive institutions, i.e. rights-based comprehensive SP systems
- Through effective administrative systems governance is laying the foundation for quality services
- It regulates the distribution & access to public goods & services, incl. SP
- It frames the conditions for sustainable & inclusive economic growth, incl. financing
- It frames the conditions for improved social cohesion & reduced fragility



Governance in Social Protection

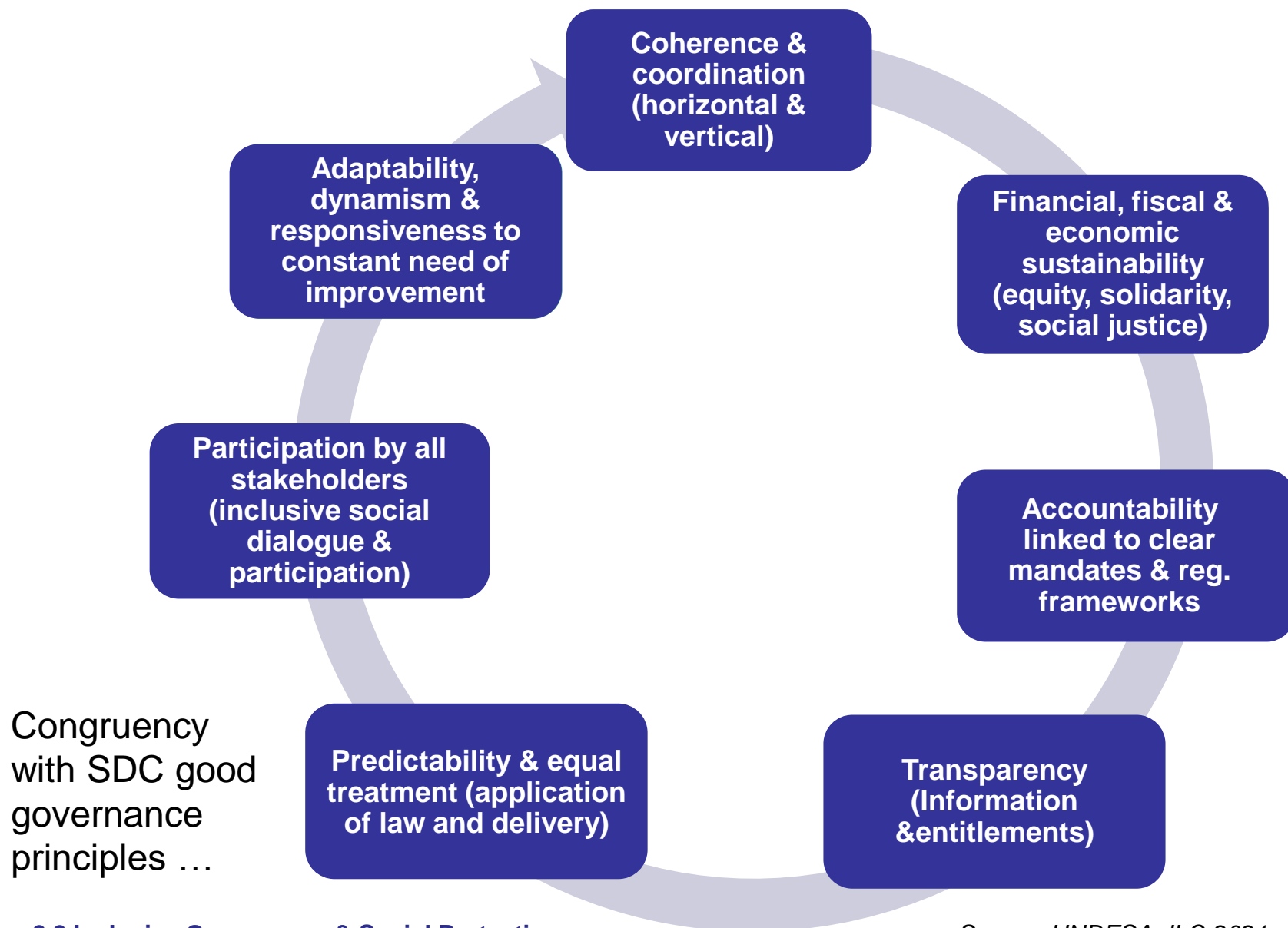
“Governance structures for social protection should, as far as possible be under the

- **General responsibility of the state & ensure participation of all stakeholders** involved (democratic governance);
- **Efficient and effective administration, management & monitoring** of benefits and services (technical governance);
- **Clear, transparent and accountable legislative and executive powers** (political governance);
- **Comprehensive legal framework** guaranteeing predictability, rights-based entitlement & well-functioning complaints & appeals mechanisms (legal governance).” (UNDESA and ILO, 2021)

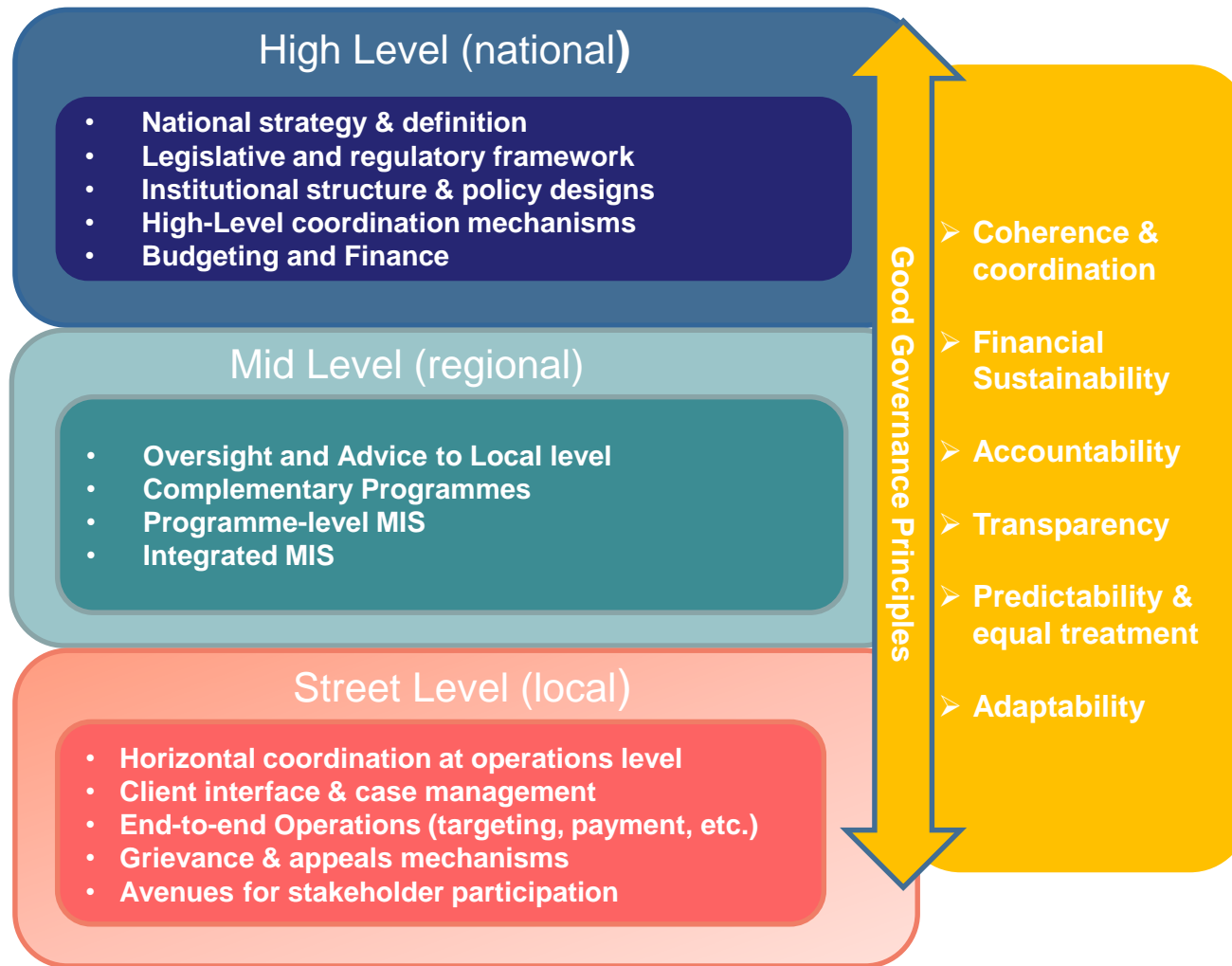
(UNDESA & ILO, 2021)



Good Governance in SP

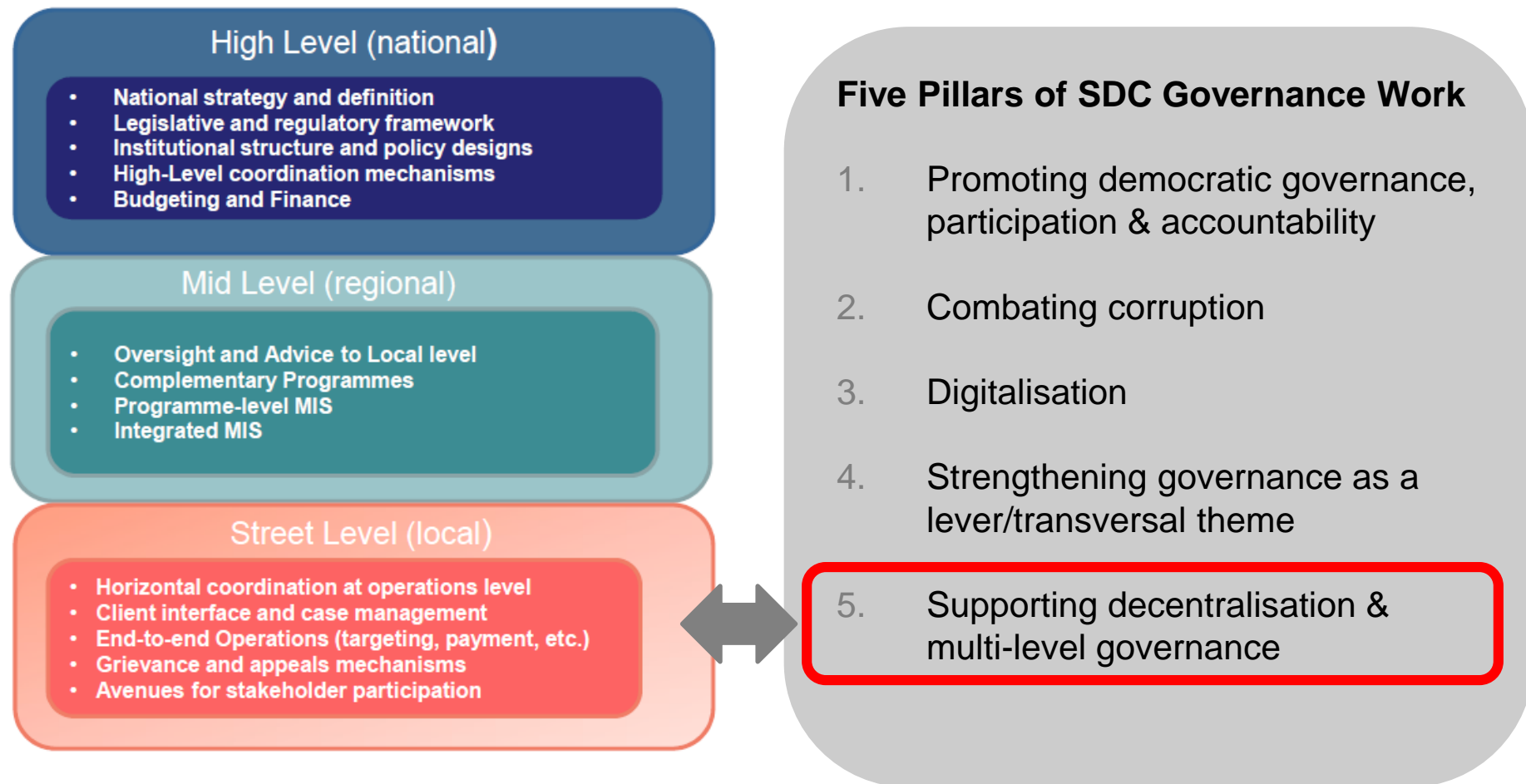


Governance at Different Levels of the Political & Administrative System

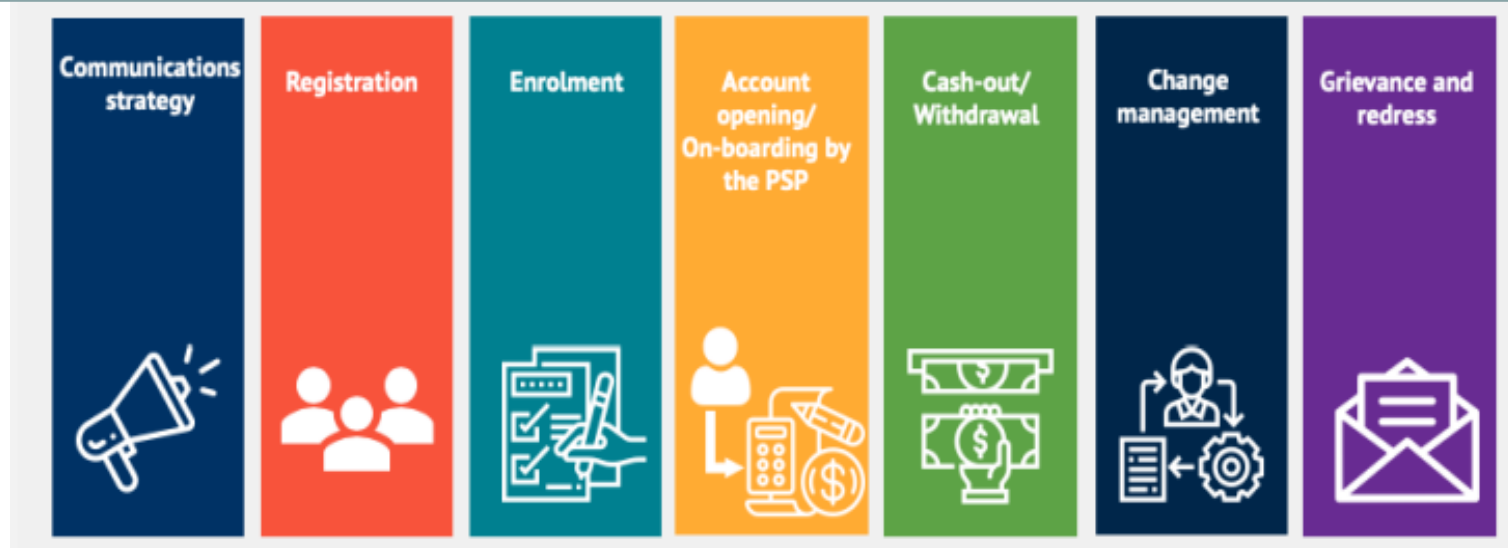


- Entry points at gov't level just indicative
- Various aspect important for all levels, e.g. accountability, coordination

SDC Governance Objectives & SP Governance Entry Points



Key Operation Processes & Systems for SP at the Local Level



Key Operations of SP Programmes

Information/ communication strategy

Registration

Enrolment

On-boarding/account opening

Cash withdrawal

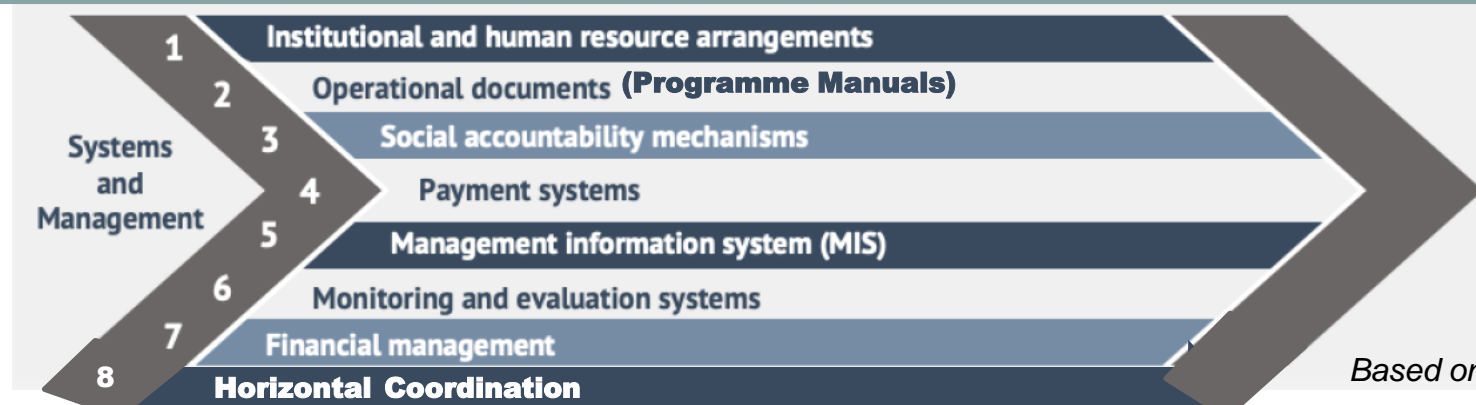
Change Management

Grievance and redress

Why is it so important?

- To introduce and continually raise awareness about programmes
- To enable collection and validation of personal data
- To allow people to officially join (membership card)
- To open accounts by payment providers
- To gain access to cash (bank card, etc.)
- To dynamically respond to change in beneficiaries' eligibility status
- To enable citizens to appeal decisions, file complaints, provide feedback

Critical System & Management Processes for SP at the Local Level



Critical System & Management Processes for SP

- Institutional & human resource arrangement
- Operational documents with detailed rules
- Social accountability mechanisms
- Payment systems
- Computerised MIS
- M&E systems
- Financial management
- Horizontal coordination

Why is it so important?

- To ensure a smooth functioning of the operations (individual skills & capacities, human & operational capacity)
- To guide the administrators (e.g. Programme Manuals)
- To ensure that gov't, PSPs & administrators can be held to account
- To ensure that transfers can be accessed
- To ensure more efficient & effective delivery of services for eligible citizens & increase accountability & transparency
- To enable systems to flexibly adapt & develop in order to increase access & coverage
- To render implementation sustainable & ensure financial sustainability
- To ensure that eligible citizens/ right holders to have access to SP as needed



2.3 Inclusive Governance & SP Examples

Improved Coordination through Skilled Local Social (Welfare) Officers

Social welfare workers are frontline providers of SP:

- Identification of vulnerabilities (incl. among the poorest)
- Awareness raising on SP
- Targeting & support in enrolment process
- Support in accessing services & programmes
- Supported towards graduation from poverty
- Referral & case management



Challenges:

- Lack of information to implement according to rules & raise awareness
- No/limited access to updated operational documents
- Limited skills to do referral & case-management
- Lack of planning and budgeting skills
- Lack of operational capacity (offices, chairs, computer, access to internet, means of transport, etc.)

GLZ India Karnataka - Workers Facilitation Centres

Network of Workers Facilitation Centres (WFCs):

Community Facilitators (CFs) reach out to poor & vulnerable in remote areas to improve access to social welfare services (*case-by-case approach*)

HH visits to poor/vulnerable groups & people in rural/remote areas in order to:

- identify eligible HHs & HH members
- collect information
- assist people with documentation requirements to register & claim benefits
- following up on claims
- providing information & creating awareness of SP

CFs from the same locality as beneficiaries
(acceptance, facilitates communication & trust)

Impact:

- ↑ collected & updated data → ↑ coverage
- ↑ awareness about existing SP programmes



Simplifying Delivery: Single Window Services

Physical Space

- Information on SP & employment programmes
- Vulnerability & skills assessment
- Case-management & referral
- Enrolment etc.

Coordination

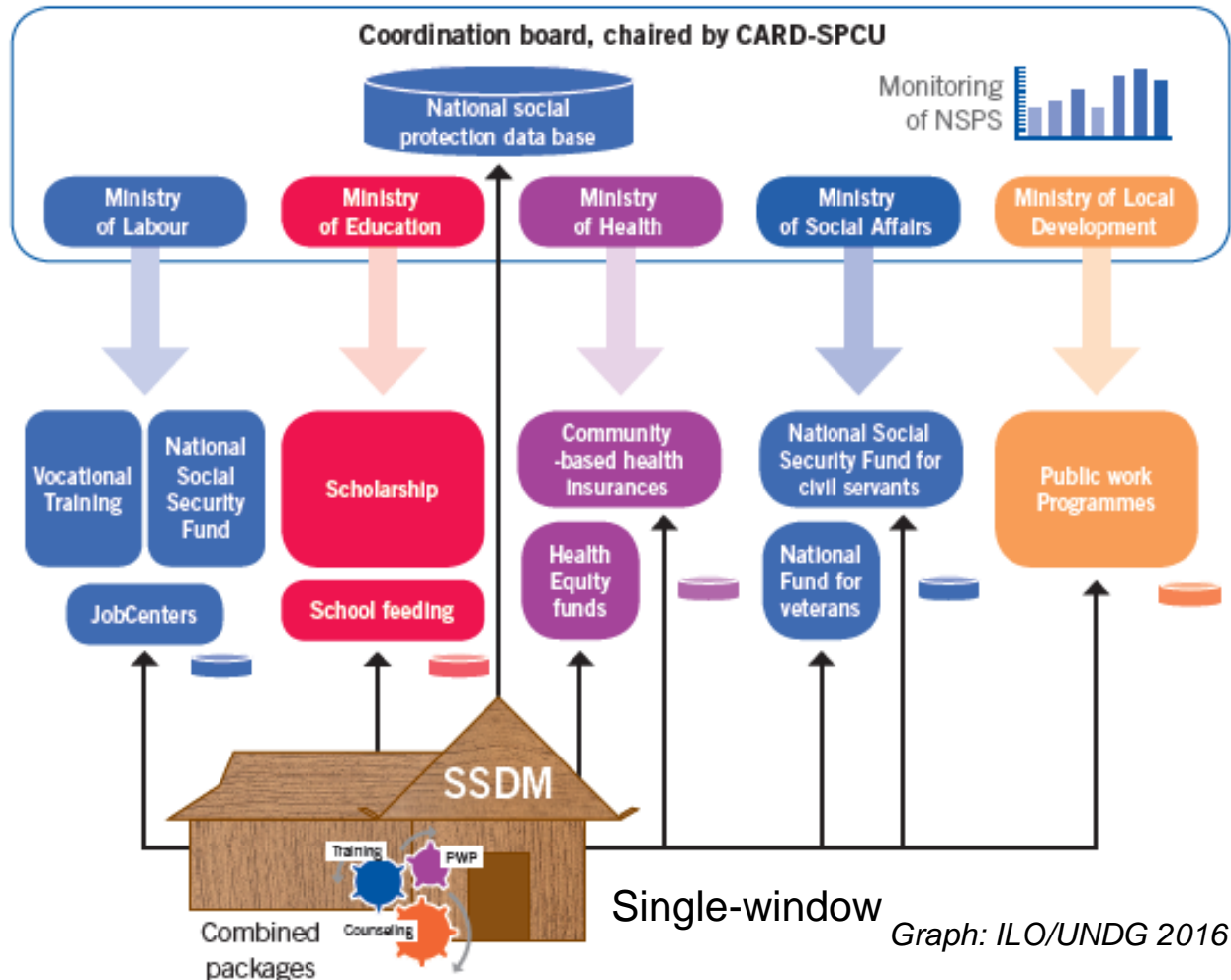
- Coordination mechanisms
- Assignment of concrete roles & responsibilities to each layer of the sub-national administration in the delivery of social services
- Who does what & at which layer?

Monitoring

- Building capacity of local institutions to administer & monitor existing SP
- Coherent framework for the implementation of national SP strategies in an integrated way
- Reporting from local to central level

Source: ILO/UNDG 2016

Simplifying Delivery: Gov't of Cambodia - Social Service Delivery Mechanism



Main objectives:

- Extend SP coverage
- ↑ Efficiencies & traceability
- Trigger cross-ministerial coordination
- Empower communities & local administrations in providing social services
- Monitoring & reporting

Graph: ILO/UNDG 2016

Management Information Systems & Single Registry

Important element for managing & coordinating SP & complementary services

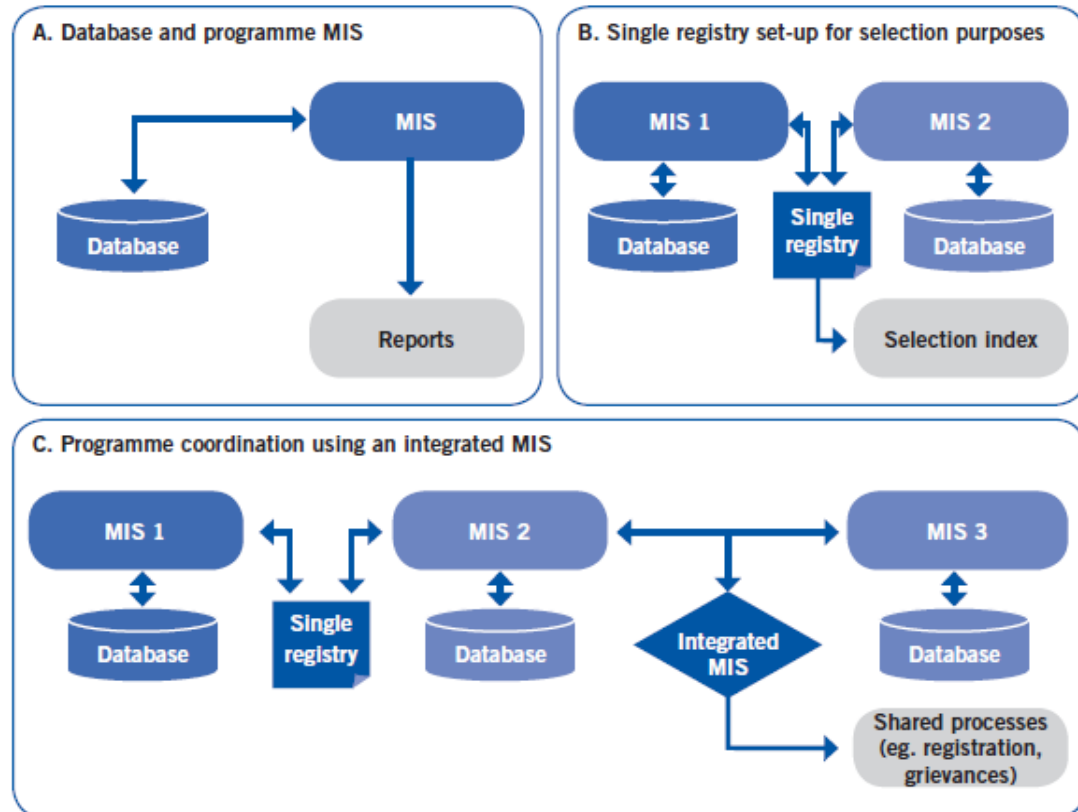
Advantages:

- Identification of uncovered populations & ↑ coverage
- Efficient service delivery
- Comprehensive services provision (within SP & across)
- Improved monitoring of the use of SP & avoid double dipping
- Simplify access to services (one card for all) - portability

Challenges:

- Data security
- Access for all: digital divide

Figure 16. The different types of social protection MIS



Source: Illustration based on V. Barca and R. Chirchir: *Single registries and integrated MISs: De-mystifying data and information management concepts* (Barton ACT, Department of Foreign Affairs and Trade, 2014), p. 18.

Pakistan Cash Transfer - Benazir Bhutto Income Support Programme

Legal Framework:

- Personal Data Protection bill is due to be tabled in 2021 (still pending)
- Outlining the purpose of data collection
- Specifying the non-disclosure of data collected
- Specifying the required security level of data storage
- Requirement of notification of beneficiaries in case of breaches



Awareness:

- Awareness raising measures both on provider & recipient side

Digital Compact:

- Use of data protection protocols by donor supported SP measures on a voluntary basis (CART framework)



Digitalization and Development

SPIAC-B
Social protection inter-agency
cooperation board

SPIAC-B Working Paper Working Group Digital SP

IMPLEMENTATION GUIDE

**Good Practices for Ensuring Data Protection and Privacy in
Social Protection Systems**

**A guide for practitioners working and advising
in low and middle-income countries**

(to be published in July 2022)

Citizen Participation in SP Decision Making

- Importance of involving stakeholders (employers, NGOs/CS or citizens) to shape decision making around programme design & management

Social Security Schemes (formal sector):

- Tri-partite dialogue formalised form of participation & decision making (social security boards)

Cash transfer schemes (informal sector):

- National level:
 - Platforms for policy support: NGOs, academia, policy champions from within gov't, donors, etc.
- Local level:
 - Civil participation in the monitoring &
 - Raising awareness on SP
 - e.g. South Africa's framework for monitoring frontline service delivery

India Public Works - Citizen Participation in MGNREGA

Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA)

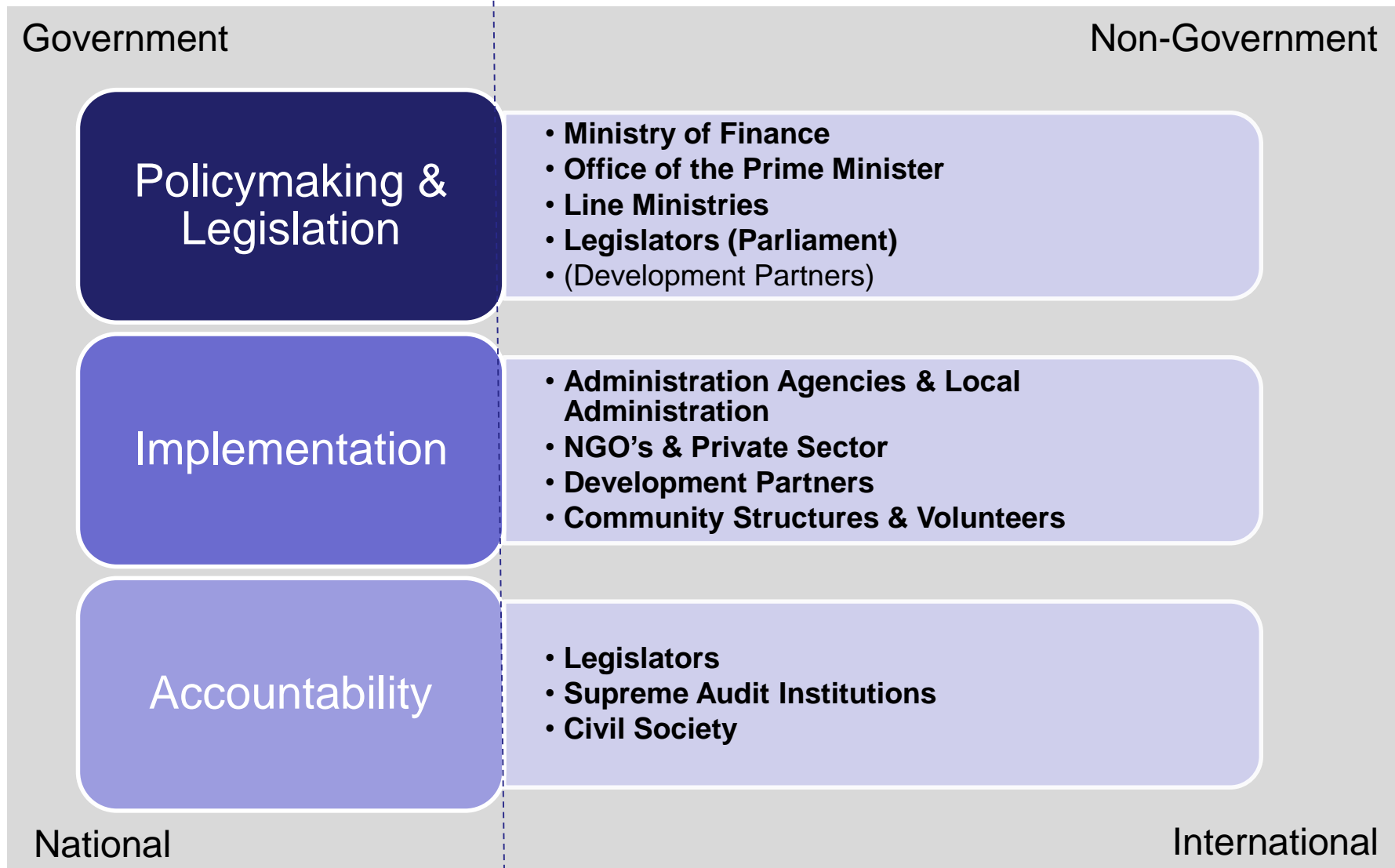
- Intensive participatory planning exercise to ensure sustainability & identify community works
 - ✓ Create resource & seasonality maps of communities – to identify resource availability & seasonal work requirements
 - ✓ Individual HH surveys – to identify vulnerabilities & create work list
- To ensure participation of people from socially excluded communities & feasibility of works, the framework promotes focused group discussions & site visits.

Challenges:

- Community workload to engage in planning
- Lack of trained facilitators
- Identification of poor HHs



Key Stakeholders in Social Protection



Global Players



➤ Social Protection Inter-Agency Cooperation Board – SPIAC-B

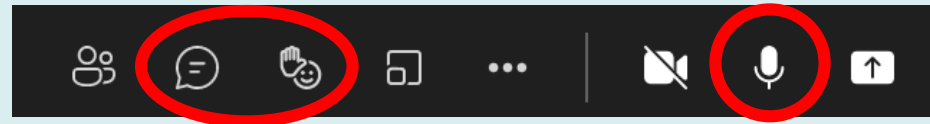


2.4 SDC Entry Points & Food for Thought

Entry Points for SDC for ‘Quick’ Gains

- Vast experience in governance at various levels
 - easily **engage in strengthening inclusive governance for SP**
- **Measure progress** to make SDC’s work on SP more visible:
 - Governance indicators (e.g. local financial resources for SP-delivery)
 - SDC Thematic Reference Indicators (TRIs) on SP
- **Consider engaging in regional & global dialogue**
 - e.g. USP2030 working groups, SPIAC-B, SADC or other RECs
- **Inclusive governance for SP as a potential “stand-alone characteristic”**
- Explore dimensions of **SP-governance**:
 - as **pathway for strengthening Peace, Equality & Gender** in SDC cluster
 - to strengthen **Peace-Humanitarian-Nexus** (incl. fragile contexts)

Q&A
Thank you!



5 min Break



- Get some water/coffee?



- Stretch?

- Open the window?



Afterwards, we will continue with:



- Case Studies from SDC in Albania



- Q&A Session/ Discussion

- Closing words



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3. Case Study from SDC in Albania

SDC Albania – Leave No One Behind Project

- Context -Albania
- Albania population is estimated at 2.8 million people
- Poverty: 23.4%; Inequality in income distribution: 35.4% (2018)
- Multidimensional factors of poverty, exclusion → PwD, Roma, elderly, women in critical situation
- Poverty reduction, social inclusion → a streamlined concern
- Public Budget for social protection: 9.4% of Albania's GDP (28% EU at average)
- Twin shock: Earthquake 2019, COVID-19 ⇔ social protection

SDC Albania – Leave No One Behind Project

- LNOB project at a glance...
 - Implemented by the UN in Albania → Modality of the Delivering as One UN; Joint Gov. of Albania-UN Programme
 - Albania-Switzerland-UN effort collaborating with municipalities and vulnerable groups.
- LNOB project's target groups
 - All marginalised and vulnerable populations, with a focus on people with disabilities, Roma and women
 - 50% of the municipalities; other local gov. institutions; NGOs
 - At least 160'000 vulnerable persons benefit from improved social inclusion and services
 - Putting the target group/their needs at the center → a precondition 4 success. *LNOB project cannot be an exception*

SDC Albania – Leave No One Behind Project

- LNOB project' objectives



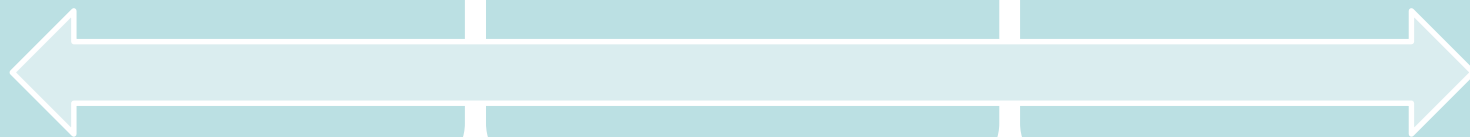
Empowered
Vulnerable
People



Enabled
Municipalities
and Providers

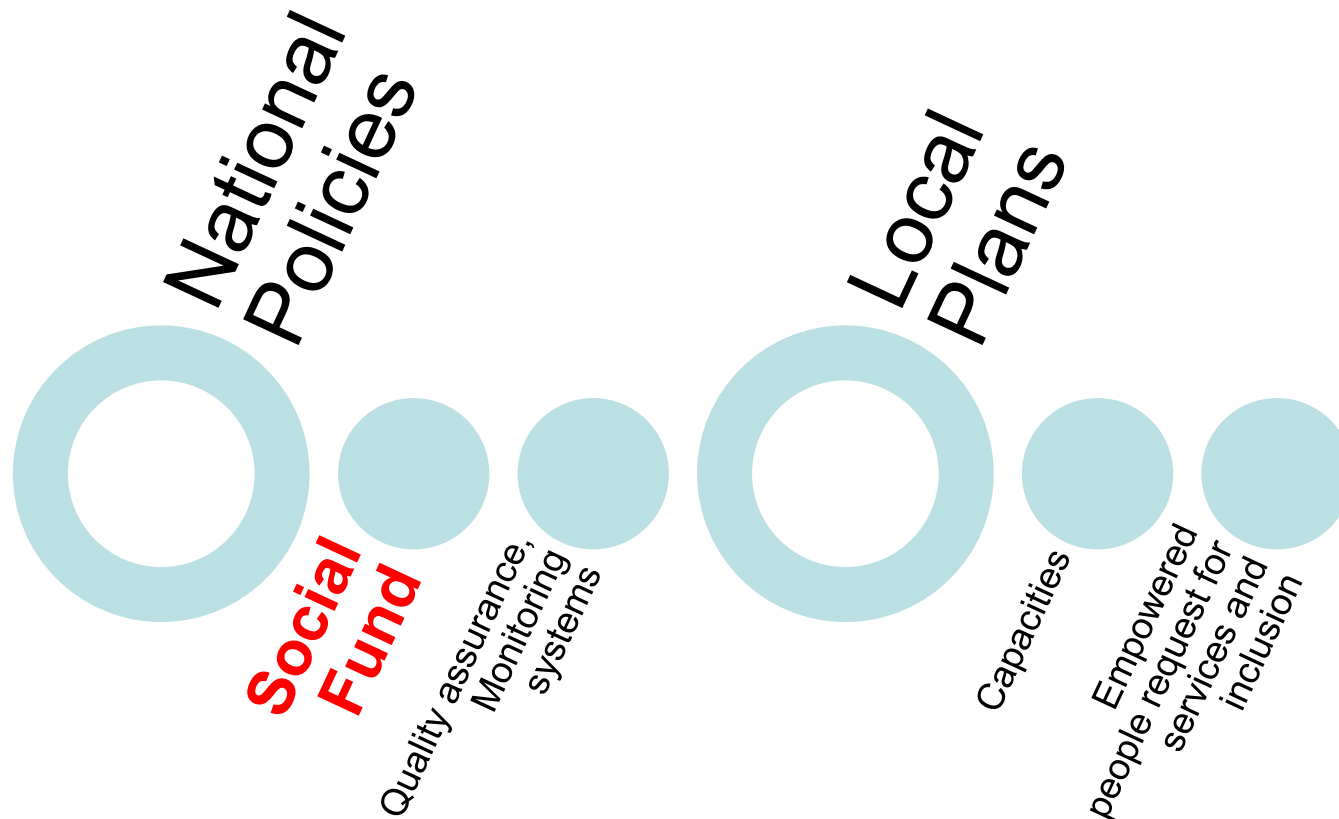


Strengthened
National
Institutions



SDC Albania – Leave No One Behind Project

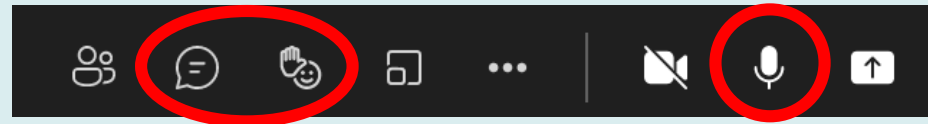
- LNOB project facilitates governance factors that enable:



SDC Albania – Leave No One Behind Project

- Challenges: Low levels of *coverage*, weak mechanisms for *inclusivity*, and weak allocative and technical *efficiency*
- Lessons learned:
 - Decentralized social services → reduce poverty and exclusion
 - Social Fund+ local social plans → decentralized social services
 - Building on achievements + strength of the UN system
 - Specialized staff at the national/local level is a critical factor
 - Institutional policy collaboration is weak
 - NGOs and services providers suffer from fragmentation
 - LNOB adapted its operations to changing external events
 - Good response by targeted vulnerable families
 - Financing and quality of social services: topics for follow up
 - Private sector partip. in social services delivery to be explored

Q&A
Thank you!





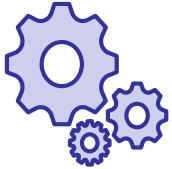
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4. Closing Words

Conclusion / Main Take Away Messages



- Governance pervades different aspects & stages of SP policy & its delivery processes

- Vehicle through which the right to SP is achieved

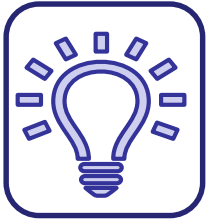


- Appropriate front-line services contribute to building trust (both among right-holders & stakeholders in SP)
 - strengthening the social contract/political cohesion



- SP is an important pathway to address broader social & political determinants
 - incl. equity, peace/political stability or gender-aspects, inclusive growth

Reflection Questions & Food for Thought



- What are entry points for the SDC in SP system strengthening in my country context, also in relation to a potential nexus?
- How can my governance programme also make the link to social protection when engaging in system strengthening for improving access to services? Where does this need more articulation in the entry proposal/measuring?
- Who are the donors and development partners that we need to link up to and talk to?
- How can I maximise further impacts around peace, equity, gender and social inclusion through strengthening governance for SP? Where do I need to connect the dots?

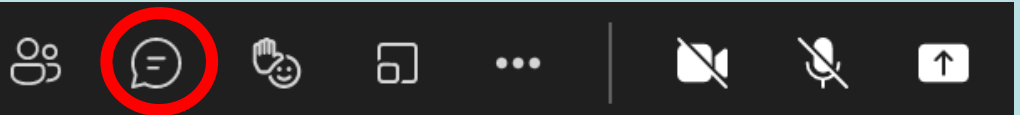


- If you have any further questions or need for clarification, please feel free to contact us:
 - Barbara Rohregger: b.rohregger@socialprotection.at
 - Franziska Denz: franziska.denz@gopa.de



5. Evaluation

- Please find the link for a 2 min evaluation in the chat
- Thank you for your participation!





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Next Learning Module on 22.06.2022



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Module 8: Gender & Social Protection

Overview Training Series

MODULE TYPE	CONTENT	DATE
Basic Module 1:	What is Social Protection in the SDC?	23.06.2021
Basic Module 2:	Overview of Social Protection Instruments & Impacts	18.08.2021
Technical Module 3:	Agriculture, Food Security & Social Protection	22.09.2021
Technical Module 4:	Social Protection in the Context of Education, Employment, Private Sector Development & Financial Inclusion	17.11.2021
Technical Module 5:	Health & Social Protection	26.01.2022
Technical Module 6:	Triple Nexus & Shock-Responsive Social Protection	23.03.2022
Technical Module 7:	Governance / Systems Strengthening & Social Protection	18.05.2022
➔ Technical Module 8:	Gender & Social Protection	22.06.2022
Technical Module 9:	Social Protection Indicators to Leave No One Behind	24.08.2022

A detailed **module description** is available on the [SDC Social Protection Shareweb](#)