

Where do we stand on
the PEOPLE Service ?

Phnom Penh, 31.01.2012
International Labour Organization
Diane Taïeb, Valérie Schmitt



Outline

Outline

The PEOPLE Service Concept and objectives

From the concept to the feasibility study

Questions to be solved

Analysis of Single Window Service models
throughout the world

Possible innovations for the PEOPLE Service

Past activities and next steps



Outline

Outline

The PEOPLE Service Concept and objectives

From the concept to the feasibility study

Questions to be solved

Analysis of Single Window Service models
throughout the world

Possible innovations for the PEOPLE Service

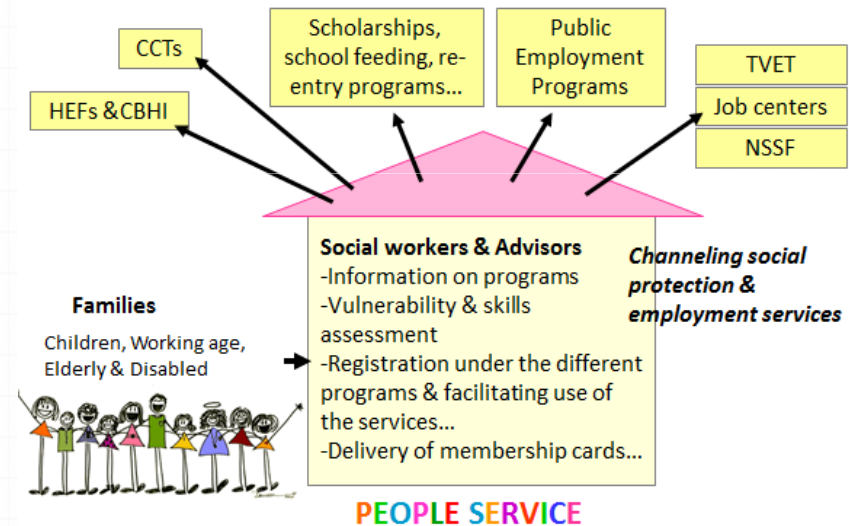
Past activities and next steps


The
PEOPLE
Service

concept and
objectives

A one stop-shop for delivery of services...

- The Single Window Service (SWS) is a one stop shop for social protection programs and employment services at local level
- Families register in a single place at the subnational level
- They are being taken in charge by a Social Worker that evaluate their needs
- They propose them an integrated package of programs (social protection and employment) provided by the Government, the development partners and NGOs to meet their needs
- The service providers (HEF, PWP, TVET, Scholarships...) outsource registration, vulnerability assessment, skills assessments, IEC, maybe distribution of funds to the PEOPLE service





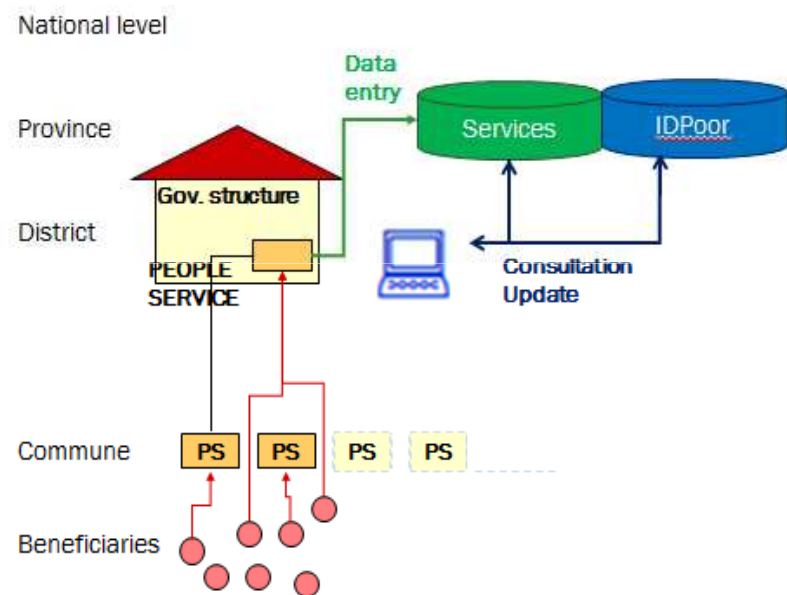
... that goes hand in hand with an harmonized database

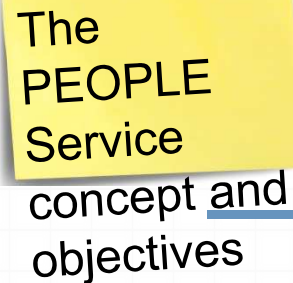
- **The Single Window Service (SWS) facilitates flows of information between SP/Employment services, local government, line ministries and departments, and CARD**

- It ensures that the beneficiaries have **effective access** to the services
- It transfers data to an **integrated database system at national level** (line ministries and CARD)
- It is a **coordination tool** for the implementation of the NSPS

- **The Single Window Service (SWS) is a database on beneficiaries**

- It enables to **register information** on the beneficiaries
- It is being **updated regularly**
- It is a tool for **monitoring and evaluation** of the programs and their impact on beneficiaries





The
PEOPLE
Service
concept and
objectives

Several functions of the PEOPLE service

INCREASE OUTREACH – access to social protection and employment related services will be facilitated through one entry point, information on these programs, registration, etc.

DEVELOP LINKAGES

- Between SP interventions (ex. Maternal & child health and nutrition with access to education)
- Between SP and employment programs (ex. Access to Health Care for those enrolled under PWPs, TVET, micro-credit)
... to maximize impact and ensure graduation out of poverty
... to reduce costs and reach financial sustainability

The
PEOPLE
Service
concept and
objectives

Several functions of the PEOPLE service

EMPOWERMENT OF THE SUBNATIONAL LEVEL

- PEOPLE service established within government structures
- District and provincial sub-national bodies will be involved in the design and oversight of the PEOPLE service (deputy governors, OSWO at district level, CCWC at commune level ...)
- Financial sustainability

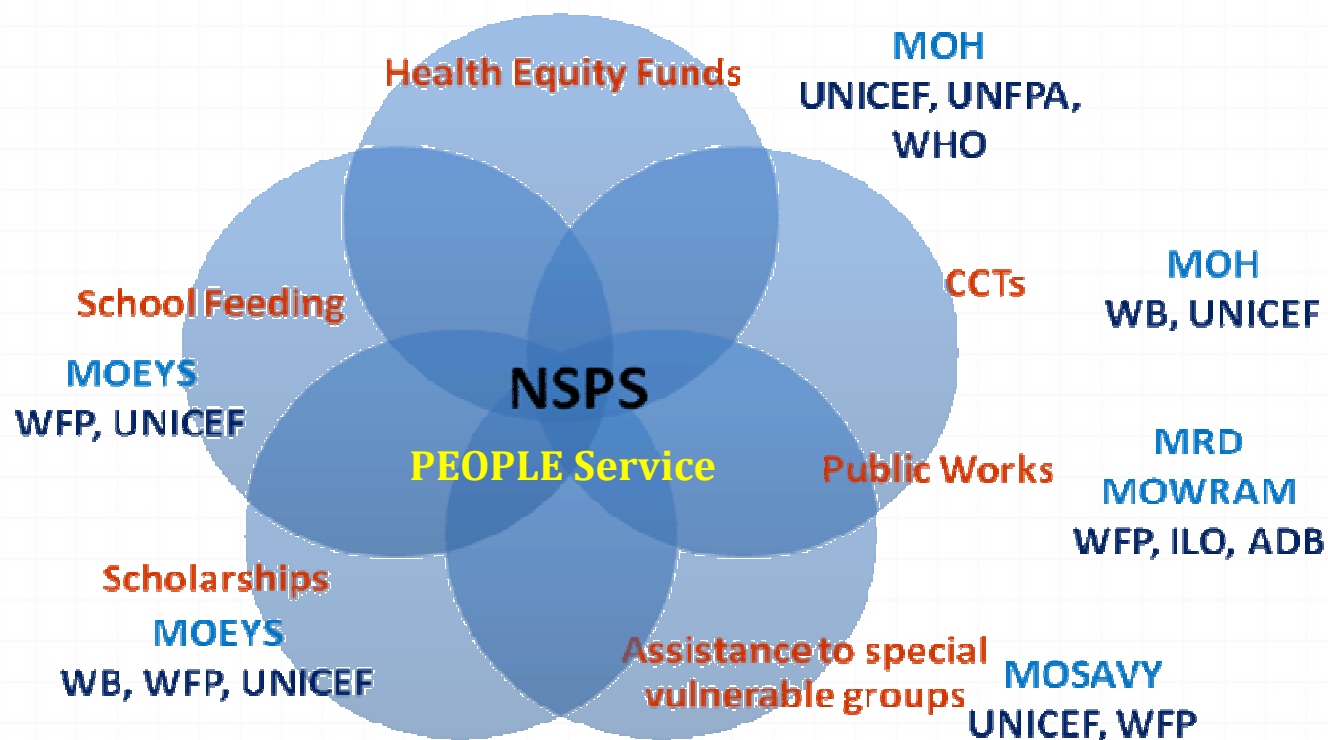
FACILITATE COORDINATION, M&E AND HARMONIZATION-

- Utilization of the ID poor system & update ID Poor database
- Collect data on beneficiaries, provision of the SP and employment services as well as the utilization of these services
- Transfer data to an harmonized database system at central level (line ministries and CARD)
- The monitoring of the NSPS will be made possible

The PEOPLE Service concept and objectives

The PEOPLE Service used for the implementation of the NSPS

Initial Core Components of the NSPS





Outline

Outline

The PEOPLE Service Concept and objectives

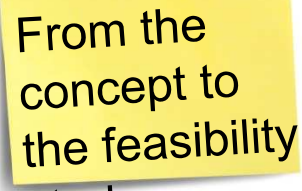
From the concept to the feasibility study

Questions to be solved

Analysis of Single Window Service models
throughout the world

Possible innovations for the PEOPLE Service

Past activities and next steps



From the
concept to
the feasibility
study

General strategy

□ Products / Services

- Which services will be offered to **beneficiaries** ? to **service providers** ? to **employers/private companies** ?
- How and where will the services be **delivered** ?
- Which services will be **free** ? Which ones will be **charged** ?
- What is done by the structure itself, and what is **subcontracted**?

□ Targeting and outreach strategy

- What are the **targets** of the program ? What are their characteristics ?
- How will they be **registered** ? How will they be **identified** ?
- What are the **outreach strategies/arguments** to make sure that they used the services? How will it effectively reach the **most vulnerable** ?
- What are the possible **partnerships**? (with NGOs?)

From the
concept to
the feasibility
study

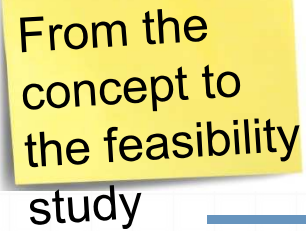
Institutional arrangements and governance

□ Institutional arrangements

- Which will be the **legal form** of the PEOPLE Service?
- What will be the **other institutions involved** ? (government agencies, bank, NGOs, development partners...). What will be their **responsibilities** ?
- How will the PEOPLE Service be **linked to** the existing social protection programs (HEF, CBHI, scholarships...) and employment services (TVET, PWP...) ?
- What will be the **processes and reporting** mechanism from local to national level ? How to ensure **transparency** ?

□ Human Resources

- What are the different tasks to accomplish, **skills needed**, profiles required ? Who are the **project managers and the team**? Will the PEOPLE Service also work with **volunteers** ?
- Which **training strategy** will be implemented to provide the teams with the capacity to fulfill their roles ?



From the
concept to
the feasibility
study

Operational and financial plan

□ Operational plan

- What is the **implementation** plan ? What are the priorities, deadlines, means ?

□ Financial plan

- **Resources** : What is the **minimum capital** required to launch the PEOPLE Service ? What are **the funds available** ? What are the **financial threats or opportunities** ?
- **Expenditures** : What are the **priorities** in terms of expenditures ? What are the unavoidable expenditures and the ones that can be reduced or postponed ?
- When will be **financial sustainability** be achieved ?

From the
concept to
the feasibility
study

Information system and Monitoring & Evaluation

□ Information system

- What **information needs to be collected** on beneficiaries ?
- Which **technology** is adequate given the capacities and cost effectiveness issues ?
- Which **telecommunication technologies** will be used to transfer of data ?
- How will the information system be designed to create a **harmonized and integrated information system** ? How will it be linked to **IDPoor** ? How will it be linked to **other databases** ?

□ Which monitoring and evaluation framework ?

- Which reporting and monitoring **mechanisms and methodology** will be implemented ?
- What will be the **institution in charge** ?
- Which **indicators** will be monitored ? Performance indicators ? Impact indicators ?



Outline

Outline

The PEOPLE Service Concept and objectives

From the concept to the feasibility study

Questions to be solved

**Analysis of Single Window Service models
throughout the world**

Possible innovations for the PEOPLE Service

Past activities and next steps

Analysis of
SWS
throughout
the world

Analysis of other countries' delivery systems ...



Analysis of
SWS
throughout
the world

... enables to outline good practices and innovations

	Delhi	Brazil	Chile	Bangalore
One stop shop	✓			✓
Use of smart cards and single database	✓	✓		
Develop linkages between SP and employment	✓		✓	✓
Social worker accompagnement			✓	
Empowerment of subnational level	✓	✓		
Financial sustainability				✓



Guiding principle: "to bring Government to the Citizen Doorstep"

Delhi : Samajik Suvidha Sangam

A public private community partnership for urban poor centered on women

Name : Samajik Suvidha Sangam

Date : 2008

Legal form : registered under Societies Registration Act, 1860

Institutional model : Public Private Community Partnership

Institutions involved : 45 social sector schemes spread across 9 departments



Health
and Family
Welfare



Education
(Midday Meal,
scholarships)



Women and Child
Development
(Women
pension...)



Social Welfare
(Old Age
Assistance...)



Food
and Civil
Supplies



Labor



Urban
Development
†



Information
Technology



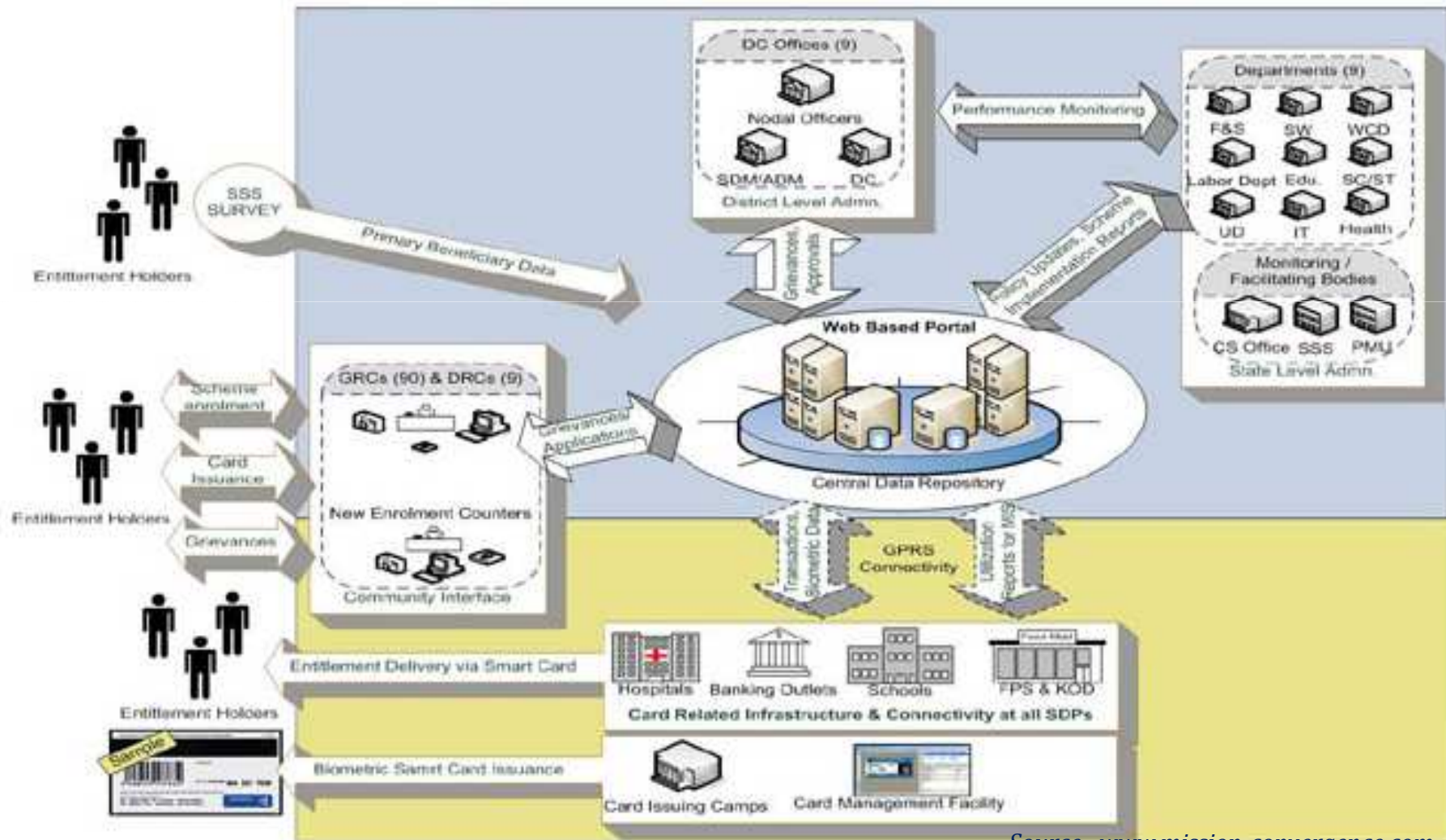
Technical
Training
Education

Key messages

1. The districts hire NGOs for the management of the office, to ensure their coordination
2. A digital card ensures access to social protection programs (scholarships, cash transfers) and employment services (training, microcredits...)
3. A single information system : to be used and updated by all the programs

Samajik
Suvidha
Sangam

NGOs are hired to registrate beneficiaries
and deliver a biometric smart card to
enable them access the services



Source : www.mission-convergence.com



Brazil : Bolsa Familia and Cadastro unico

A single registry database and
performance-based management mechanisms
to enhance coordination and integration

Name : Cadastro unico and Bolsa Familia

Date : respectively 2001 and 2003

Legal form : n / a

Institutional model : decentralized system based on incentives

Institutions involved :

MDS

Ministry of Social
Development and
fight against hunger



Ministry
of Health



Ministry of
Education



Ministry of mines
and industry



Municipalities



State
Government
s



Caixa Economica
Federal (Bank)

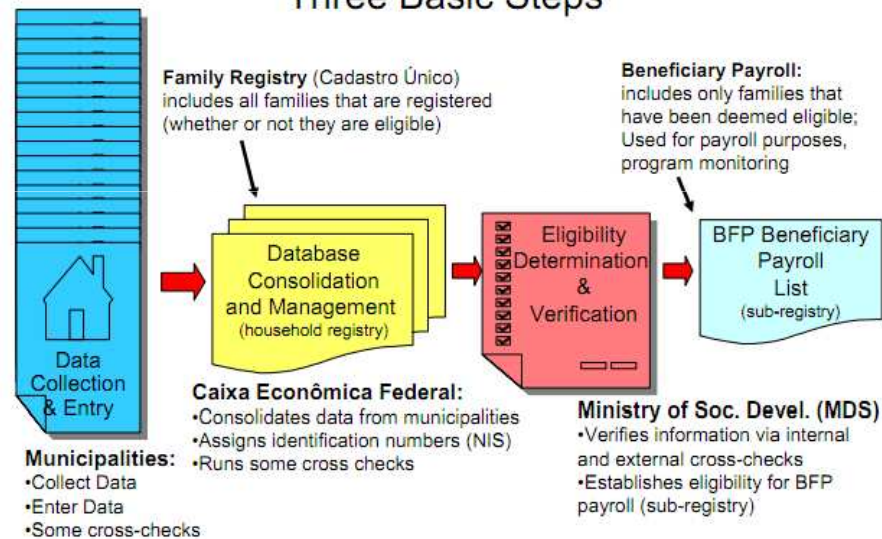
Key messages

- 0 **A close partnership with the federal bank**: enables to develop the single database on beneficiaries, and deliver the cash transfers
- 0 **Performance based contracts and subsidies** enable the federal government to empower and build the capacities of the decentralized level

Bolsa
Familia &
Cadastro
Único

The database is centralized by
the Federal Bank

**Cadastro Único Targeting System:
Three Basic Steps**



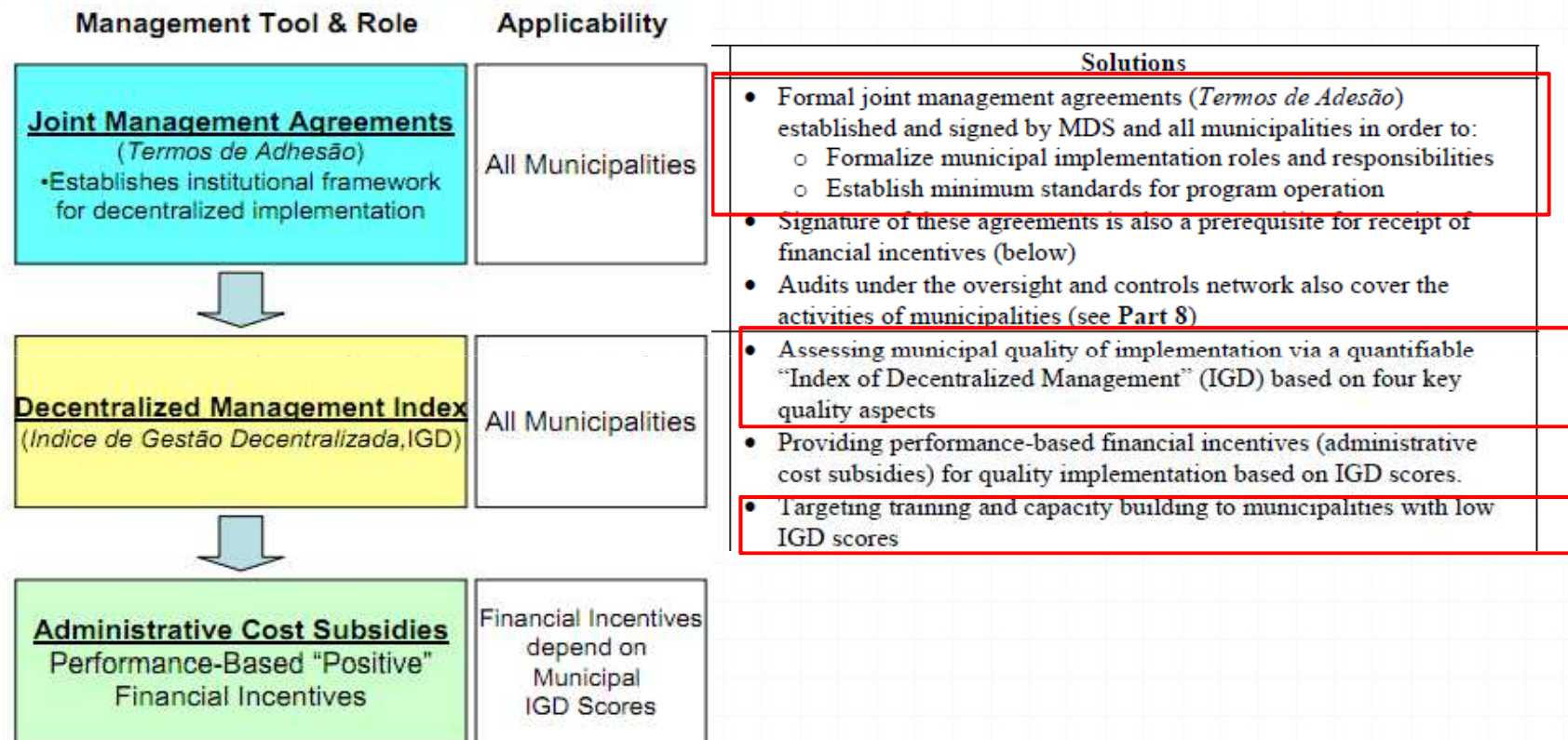
Source : *The Nuts and Bolts of Brazil's Bolsa Família Program: Implementing Conditional Cash Transfers in a Decentralized Context - 2007 - World Bank*

□ **An integrated database consolidated and managed by the Caixa Econômica Federal, a federal bank,**

- Caixa, as a bank, has the **technical capacity** to administer and check the complex database of individuals,
- The beneficiaries can access the cash transfers thanks to the **broad network** (2,000 agencies and partnerships with 9,000 lottery points), in all municipalities,
- Caixa is contracted by MDS via a “**performance based contract**” : 7 performance indicators

Bolsa
Familia &
Cadastro
Unico

... through an innovative performance-based management mechanisms



The Nuts and Bolts of Brazil’s Bolsa Família Program: Implementing Conditional Cash Transfers in a Decentralized Context - 2007 - World Bank



Chile : Solidario

A contract between households and the
Government

Name : Chile Solidario

Date : 2002

Legal form : n / a

Institutions involved :



Ministry of Social
Development



Ministry
of Health



Ministry of
Education



Ministry of
Agriculture
(Education, Training
and Employment
Program)



Ministry
of Labor



Foundation for
Women's Promotion
and Development

Key messages

- 0 a long-term psychosocial support, the families are followed by a social worker during 24 months based on a "Family contract"
- 0 Linkages between social protection and employment : the social workers facilitated the creation of an integrated package of programs tailored to meet the needs of households



Chile
Solidario

A social worker tailors and integrated package of benefits

- ❑ **The most innovative aspect of Chile Solidario is the personalized intervention in each family**
 - A social worker **accompaniment for 24 months** : 21 home visits sessions with decreasing intensity after the first 6 months.
 - **Links to other social assistance programs:** the social worker provides information, referral and assistance to access complementary services (social assistance, health, education, housing, family support services, drug prevention and rehabilitation, technical help for disabled people, support for violence situation,), links to employment or income-generating programs, and transfers.
 - **Development of the supply side:** the social workers inform the municipalities about the demand of additional services not existing yet to 'bridge' the demand gap, including size, volume etc...

- ❑ **The social worker develops an exit strategy with the families**
 - **The development of family contracts** : the counselor and the family develop a strategy (contract) based on a "game" methodology
 - **The objective is to meet 53 minimum conditions** grouped into seven pillars: health, work, education, family dynamics, housing, identification-documentation, and income.



LabourNet in Bangalore

An independent social enterprise working in
coordination with the Government and
development partners

Name : LabourNet

Date : 2005

Legal form : 2 entities, a for-profit enterprise, a non-for-profit enterprise

Institutions and partners involved :



Government partners



Training partners



Health partners



Financial inclusion



Research partners

Key messages

- 0 Linkages between social protection programs (health insurance, creches for children) and employment services (trainings, job placement...)
- 0 A system of SMS to link recruiters and workers/micro and small enterprises
- 0 The objective to reach financial sustainability

LabourNet

A comprehensive offer of services...

Providing Identity to workers

It registers workers and provide proper **identification card** to Micro and Small Entrepreneurs (MSE) and workers



It provides **trainings** to all workers and MSEs **in the center and through videos**

The **trainings are certified** through the Modular Employable Skills program set up by the Indian government.



Creating Job Linkages

Access to some social security schemes offered by the Government, access to health insurance, creches for children

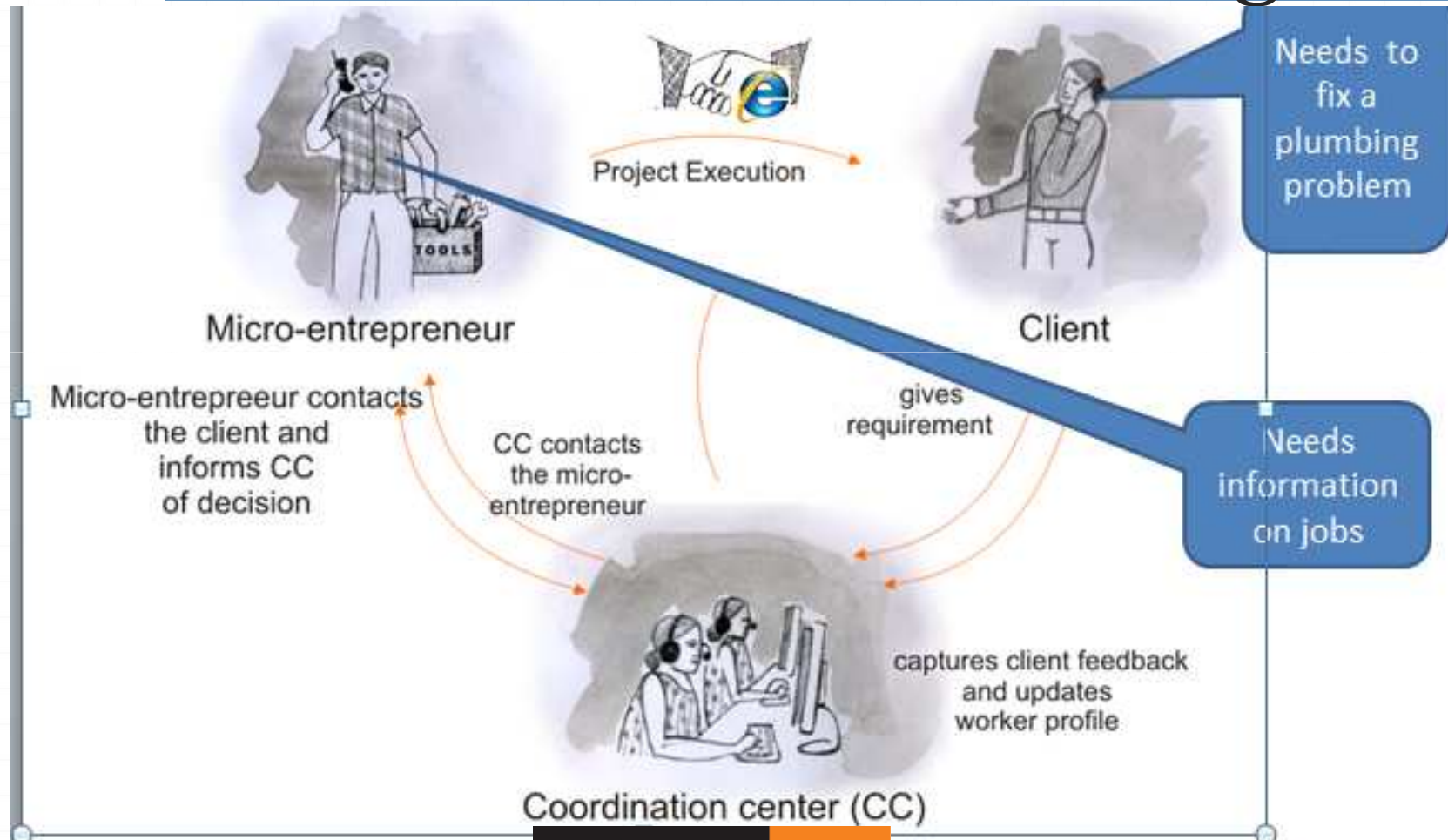
Ability to open formal bank account. Which gives them the means to save money and/or to take loans to develop their SME

Facilitating Welfare services



LabourNet

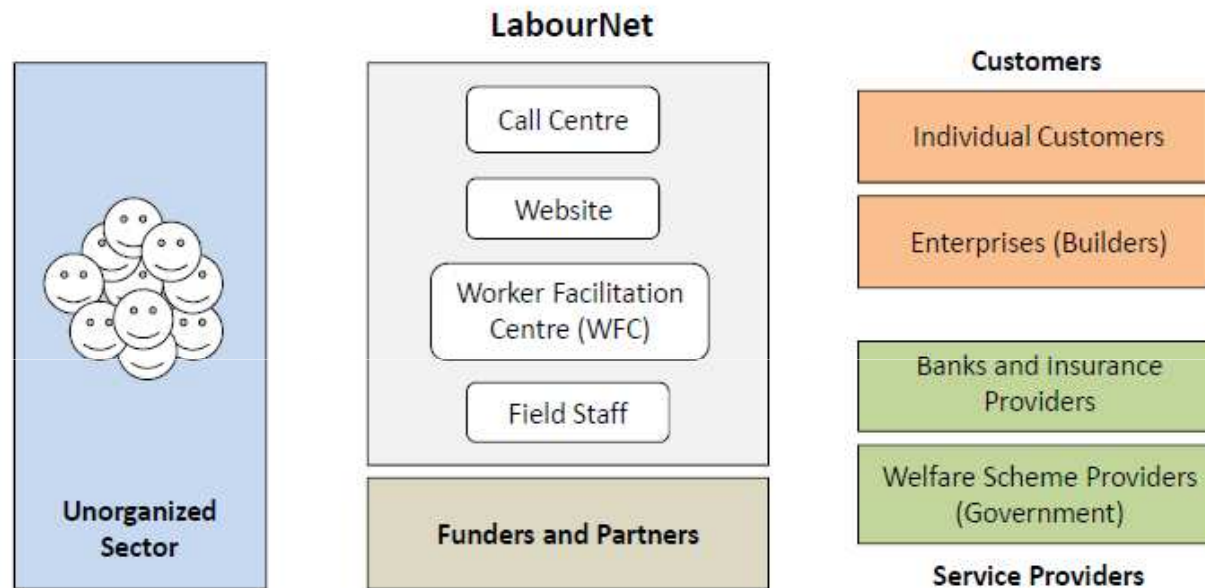
...with appropriate use of technologies...



LabourNet

LabourNet

... that aims to reach financial sustainability



□ 3 main sources of revenue :

- Registration fee of Rs 100 from the MSE and Rs 150 from employers
- Transaction fee of 5% from the MSE
- Transaction fee of 10% from the employer



Outline

Outline

The PEOPLE Service Concept and objectives

From the concept to the feasibility study

Questions to be solved

Analysis of Single Window Service models
throughout the world

Possible innovations for the PEOPLE Service

Past activities and next steps



Discussion

Some questions to discuss

- Subcontracting of NGOs for the management of the office, to ensure their coordination**
- A digital card ensures access to social protection programs (scholarships, cash transfers) and employment services (training, microcredits...)**
- A close partnership with the federal bank: enables to develop the single database on beneficiaries, and deliver the cash transfers**
- Performance based contracts and subsidies systems to empower and build the capacities of the decentralized level**
- A long-term psychosocial support to the families by a social worker based on a “Family contract”**
- A system of SMS to link recruiters and workers/micro and small enterprises**
- To charge fees to the beneficiaries, employers, and service providers**



Outline

Outline

The PEOPLE Service Concept and objectives

From the concept to the feasibility study

Questions to be solved

Analysis of Single Window Service models
throughout the world

Possible innovations for the PEOPLE Service

Past activities and next steps

Calendar

Past activities and next steps

Inventory, mapping and assessment of Social Protection programs and Employment services in Siem Reap and Banteay Meanchey

*November
December
2011*

Analysis on Single Window Services in India, Brazil, Chile, South Africa, France

Jan 2012

Design of the PEOPLE Service (institutional organization, produres and tools, services provided, integrated programs etc...)

*Feb-June
2012*

Implementation of the PEOPLE Service

June 2012