

A mechanism to deliver coordinated social protection services



International
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Cambodia

Through the establishment of the Social Services Delivery Mechanism, the Royal Government of Cambodia has developed a platform to make the social protection floor a reality.

The Social Service Delivery Mechanism (SSDM) was adopted by the Royal Government of Cambodia as the implementation and coordination mechanism of the National Social Protection Strategy for the Poor and Vulnerable.

The SSDM is a “one-stop shop” for the delivery of social protection programmes and employment services.

The design of the SSDM was completed in September 2013 and the first offices were opened in June 2014.

After a three-year pilot phase, the mechanism is expected to be rolled out nationally and to become the main channel to access social protection and employment services.



Main lessons learned

- Any country can define a national social protection floor (SPF) and implement it progressively.
- The SSDM builds a single registry of people that enables them to access information on existing programmes and facilitates applications. It therefore contributes to the extension of social protection coverage.
- Based on a management information system, the SSDM increases the transparency, traceability, and responsiveness of the social protection system as a whole.
- With a common delivery point for all programmes, the SSDM enhances coordination across schemes and reduces duplication and inefficiencies. The SSDM also increases vertical coordination by involving all levels of administration in the establishment of SPFs.
- By offering combined benefit packages, the SSDM better answers the needs of households. It reduces the dichotomy between social assistance and social insurance by providing adapted solutions to people along their life cycles.

National social protection floors (SPFs) guarantee access to essential health care and basic income security for children, persons of working-age, and older persons.

185 countries have adopted the Social Protection Floors Recommendation, 2012 (No. 202), an approach to achieve universal social protection.

This brief presents a successful country experience of expanding social protection.

Social Protection in Action:
Building Social Protection Floors

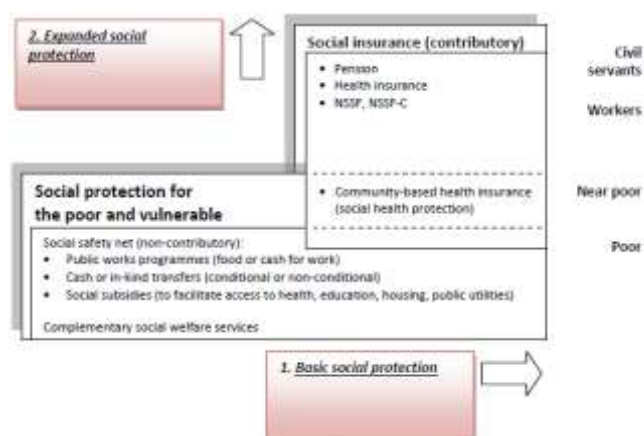
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1. How was the SSDM set up?

The idea of universal social protection is clearly enshrined in the constitution of Cambodia. Article 36 states that “[e]very Khmer citizen shall have the right to obtain social security and other social benefits as determined by law.” Article 72 stipulates that “[t]he health of the people shall be guaranteed. [...] Poor citizens shall receive free medical consultation in public hospitals, infirmaries and maternities.”

In 2010 and 2011, the Royal Government of Cambodia, under the leadership of the Council for Agricultural and Rural Development, developed a National Social Protection Strategy for the Poor and Vulnerable (NSPS-PV). Launched on 5 December 2011, the NSPS-PV provides a vision for developing a coherent social protection system in a phased approach, starting with the establishment of a social protection floor for all those in need of protection and ensuring that more and more people can enjoy progressively higher levels of benefits.

A two-dimensional extension strategy



During the development of the NSPS-PV, a number of challenges were identified, such as the limited outreach of existing programmes, a lack of coordination among institutions leading to inefficiencies, duplication of services and lost synergies, insufficient involvement of local governments in the operation of the social protection system, and insufficient data management.

With support from the ILO, the Government designed an innovative mechanism to implement the NSPS-PV in a coordinated and efficient manner. The mechanism was also developed with respect to the guiding principles stated in the ILO’s Recommendation No. 202.

2. What does the SSDM look like?

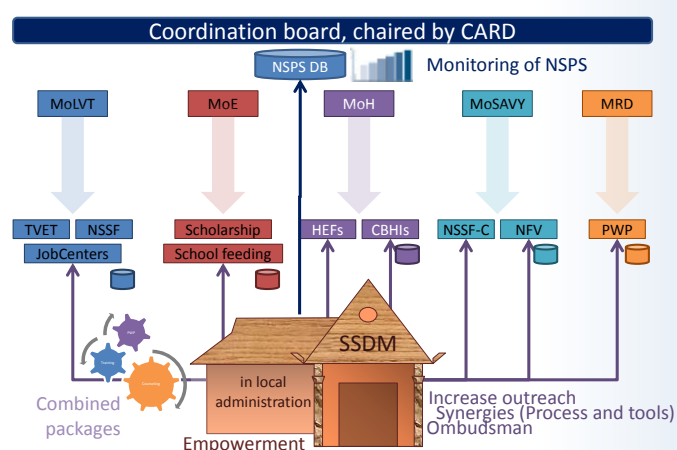
The Social Service Delivery Mechanism (SSDM) is a “one-stop shop” for the delivery of social protection programmes and employment services.

The SSDM is a common delivery mechanism for all line ministries and social protection and employment programmes. Administrative processes (such as informing the target population, identifying and registering people, providing advisory services, and supporting appeals) are standardized, leading to greater efficiencies.

Families or individuals register for various social protection programmes at a single office at the sub-national level. An assigned “case manager” assesses the vulnerabilities and skills of potential beneficiaries, develops a personalized plan covering skills development, enterprise creation, or job placement, channels information on all social services to which they are entitled, provides support in registering for the schemes, delivers social protection ID cards, facilitates access to benefits in cash or in kind, and collects contributions, if any.

SSDM assistants are also able to put in practice linkages between programmes, such as automatic affiliation under social insurance for workers in public works programmes. This improves social protection outcomes.

A delivery system for all programmes



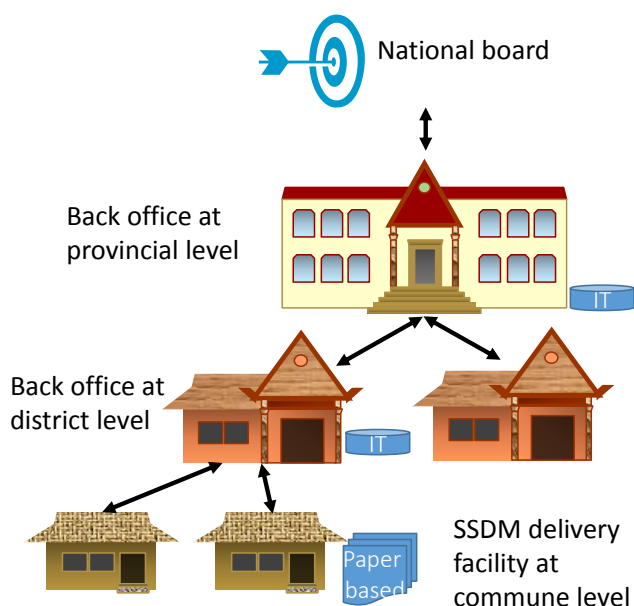
The SSDM performs the following tasks:

- dissemination of information on existing and available social protection and employment programmes;
- creation and maintenance of databases of beneficiaries and service providers;

- facilitation of applications to existing social protection and employment programmes using standardized processes and forms;
- production of statistics on coverage and other indicators to measure social protection extension; and
- assistance in the appeals process.

Each level of the sub-national administration has a role to play in the SSDM operations. At the village level, the Village Chief is in charge of disseminating information, gathering complaints, and identifying beneficiaries. At the commune level, a front office provides information to families on programmes available locally, facilitates applications, gathers complaints, and develops a spreadsheet containing families and potential beneficiaries. At the district level, a back office processes the applications to existing social protection programmes. It also consolidates all the spreadsheets received from the communes in a common management information system. At the provincial level, a back office monitors the provincial system, processes some verifications, addresses reported issues, and provides mentoring and capacity building at lower levels. The national board at the central level develops national strategies and policies and monitors the implementation of the overall national system. The SSDM therefore facilitates coordination between local and central levels. It also enhances the role of local administration in delivering social protection.

A vertical coordination mechanism



3. Expected impact on the lives of people

The SSDM is expected to extend social protection coverage and reduce vulnerabilities thanks to its proximity with the beneficiaries and the simplification of the social protection system. It aims to facilitate graduation out of poverty while ensuring that all the poor and the vulnerable have access to at least a basic level of social protection (health, nutrition, and income security through public employment programmes), as well as measures to enhance their capabilities (education, vocational training, and support in creating micro-enterprises). The integration of social protection programmes and employment services, which is made possible under the common umbrella of the SSDM, provides beneficiaries with opportunities to progressively graduate from being mere receivers of basic social protection to finding a decent job and becoming active contributors to the economy as a whole and to social security.



4. Remaining challenges

The SSDM was launched in June 2014. By March 2015, 15 offices had been set up in the Angkor Chum and Srei Snam districts of the Siem Reap province. The SSDM project has been successful in training personnel in line ministries, social protection programmes, and local administrations in disseminating information and creating a database of beneficiaries and programmes.

Although an administrative decision has been issued to support the implementation of the SSDM, a real legal framework is now needed specifying the functions delegated to the SSDM from line ministries and social protection programmes. Memorandums of understanding also need to be further developed with all programmes in order to put the delegation of services into practice.

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