

Social protection coordination

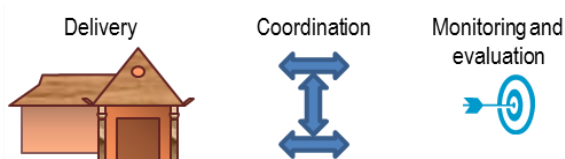
Achieve the Sustainable Development Goals on
Universal Social Protection through
South-South and Triangular Cooperation

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Why is coordination important to deliver social protection floors?

- Defining roles and responsibilities of the various stakeholders and coordinating their actions is important to avoid gaps, overlaps and inefficiencies in the development and implementation of social protection floors (SPFs).
- Articulating delivery points for people in remote places with the rest of the social protection system guarantees fair, transparent, accountable and efficient social protection floor delivery.
- Coordinating different institutions is required to answer people's multiple needs regarding social protection (such as food, education, child support grants, income support and vocational training).

Delivery, coordination and monitoring and evaluation mechanisms are implemented all over the world to make social protection floors a reality for all.



Three dimensions for coordination

Coordination includes three dimensions:

- horizontal coordination at the policy level to ensure that all ministries and other stakeholders share the same social protection vision and objectives;
- horizontal coordination at the operational level to ensure that stakeholders' activities are aligned and harmonized; and
- vertical coordination between the policy level and operations to facilitate information and financial flows.

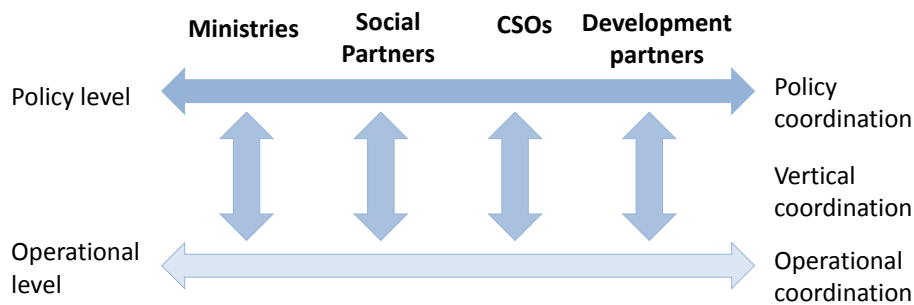
Horizontal coordination at the policy level

Social transfers (in cash and in kind) that constitute a national SPF usually fall under the responsibilities of different line ministries, departments and agencies (e.g. ministries of education, health, social welfare, labour and so on). The design, implementation and operation of these transfers usually involve additional entities, such as finance ministries, budget offices, social partners, civil society organizations (CSOs), UN agencies and other development partners.

Each entity working in the field of social protection has its own agenda and priorities, which may contribute to a certain extent to the

organization of SPFs, but may also partially duplicate or neutralize efforts of other entities.

Vertical coordination is particularly important for planning and budget allocation. In order to



Many countries are affected by scattered and complex social protection systems, which are inefficient and make it difficult to access benefits. Nationally defined SPFs should be developed through a strong and inclusive coordination effort at the policy level to reach a common understanding of national goals, priorities and development strategies. Major objectives of the coordination effort at the policy level are to define the national SPF and create a road map for its implementation.

Vertical coordination

The delegation of responsibilities and activities from the central level to the local level is mandatory for any social protection organization or scheme. The delivery of social transfers has to take place in close proximity to the people, including those in rural and remote areas, in order to ensure accessibility for the most vulnerable groups in society. Other functions, like the identification of vulnerable groups or the adjustment of benefits to local needs and constraints, also require the involvement of subnational layers of the administration. Ultimately, the social protection system needs to be consistent with deconcentration and decentralization policies, as well as with local administrative capacities.

This highlights the need for a second type of coordination: vertical coordination which should include top-down (guidance, monitoring and budget allocation) and bottom-up (feedback and reporting) mechanisms to ensure the efficient flow of information and funds between the central and operational levels.

properly plan and allocate the available budget, it is necessary for the central level to retrieve information available at the operational level (for instance, the number of identified beneficiaries). Conversely, the local level needs adequate information on existing schemes and eligibility criteria to contribute to the planning and budget allocation process.

Horizontal coordination at the operational level

The holistic approach promoted by the SPF Initiative must be reflected in the operations of the different programmes. Yet, there is a third dimension of coordination necessary for the effective implementation of SPFs: horizontal coordination at the operational level. Coordination at the operational level should happen among the subnational administration, but must also encompass deconcentrated divisions and agencies, social partners, civil society organizations and development partners working at the local level. This coordination at the local level should also acknowledge the role of private households in providing care, especially in the absence of comprehensive public systems.

UNDG toolkit for coordination



Based on a number of country examples, this toolkit provides guidance to improve coordination in the field of social protection.

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