COVID-19 AND THE INFLATION CRISIS HIGHLIGHTED THE IMPORTANCE OF SOCIAL PROTECTION DELIVERY SYSTEMS IN RESPONDING TO SHOCKS
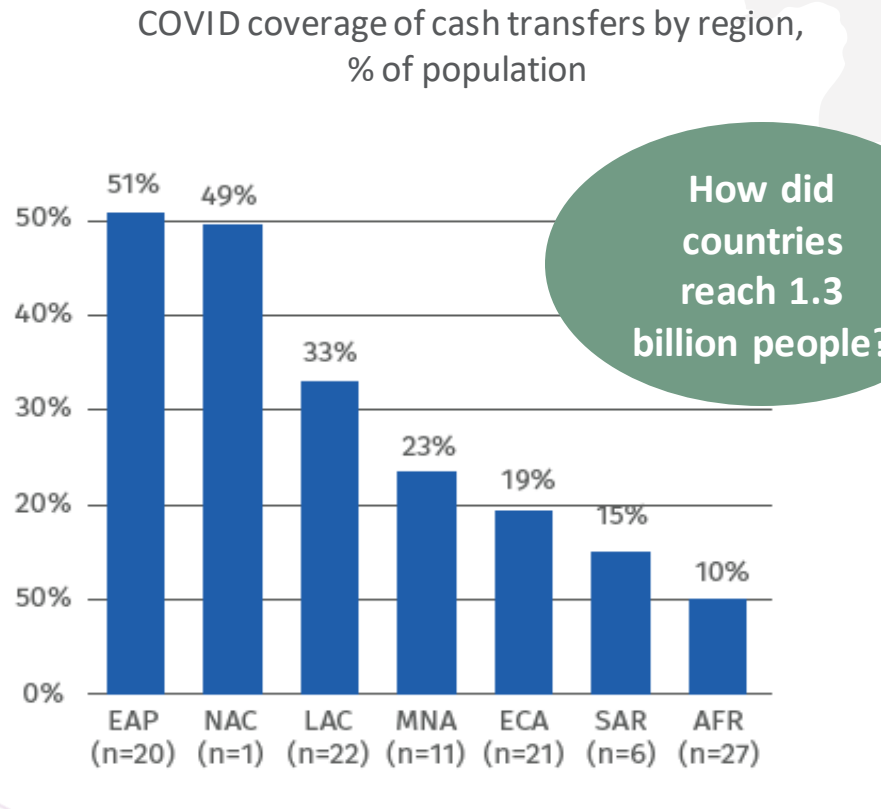
But investments during normal times are critical

COVID coverage of cash transfers by region, % of population

How did countries reach 1.3 billion people?

Region	Coverage
EAP (n=20)	51%
NAC (n=1)	49%
LAC (n=22)	33%
MNA (n=11)	23%
ECA (n=21)	19%
SAR (n=6)	15%
AFR (n=27)	10%

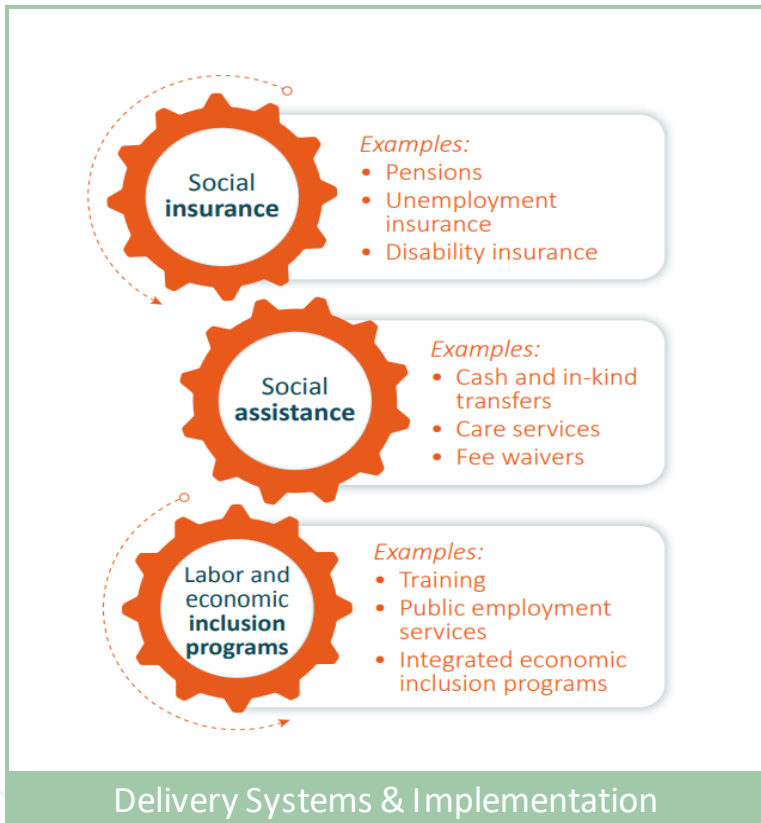**200+** economies are scaled up their social protection measures in response to COVID & inflation

Identifying, registering and enrolling new beneficiaries, especially in the informal sector required innovative solutions

Countries that made prior investments in **delivery systems** were able to scale up and roll out social assistance more rapidly & efficiently

PROGRAMS AND DELIVERY SYSTEMS NEED TO WORK HAND IN HAND TO YIELD IMPACT

Suite of Social Protection Programs

Social insurance

Examples:
- Pensions
- Unemployment insurance
- Disability insurance

Social assistance

Examples:
- Cash and in-kind transfers
- Care services
- Fee waivers

Labor and economic inclusion programs

Examples:
- Training
- Public employment services
- Integrated economic inclusion programs

Delivery Systems & Implementation

Countries offer a range of programs to achieve the goals of equity, resilience, and opportunity across the life cycle and across the income spectrum -the "what"
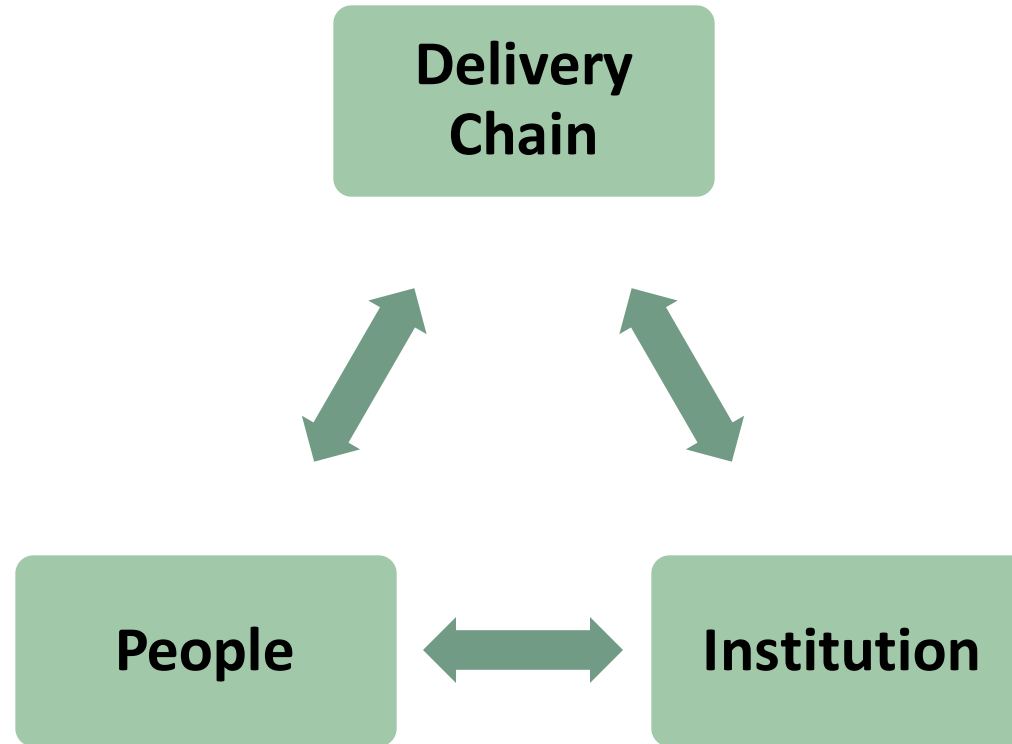
Delivery systems are about **the "how"**

- Delivery systems are **"implementation"**

- How do countries deliver social protection benefits and services ?

- How do the various elements of delivery systems come together to implement programs as they were intended to function?

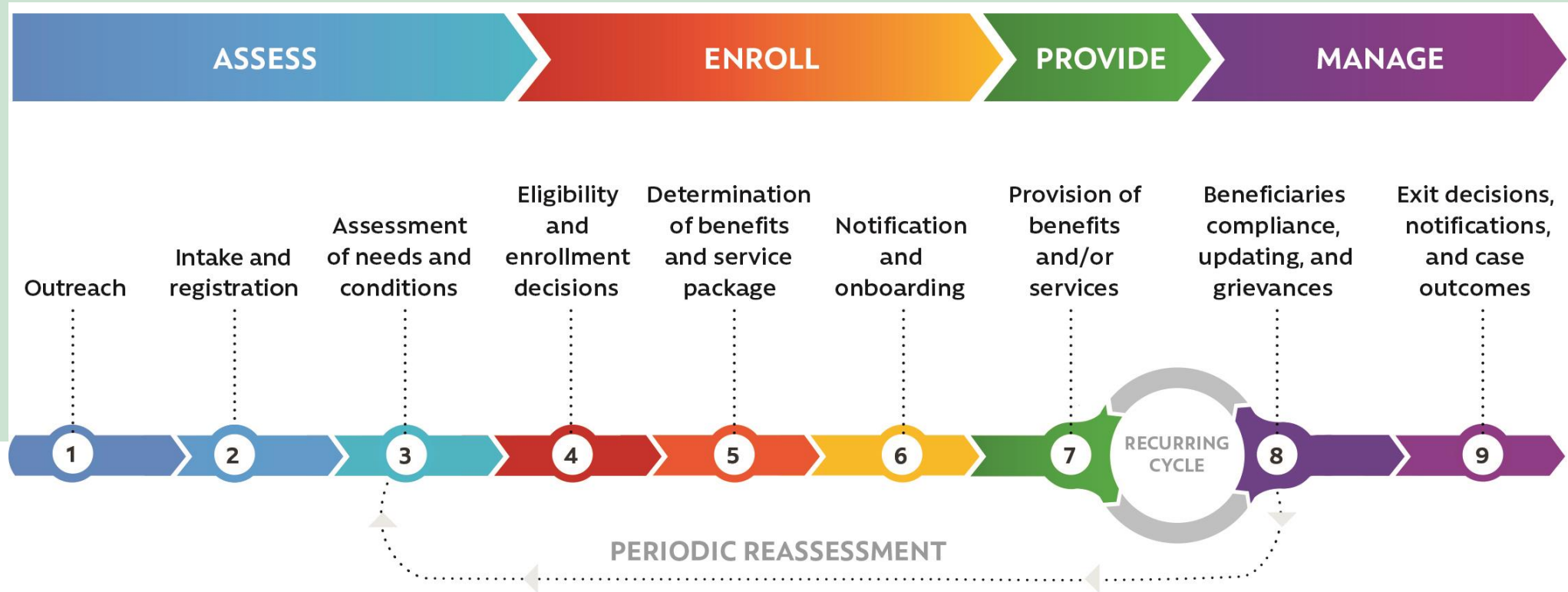- How can delivery systems be leveraged to promote better coordination and integration?

Delivery systems are the **operating environment** for implementing social protection benefits and services.

That operating environment includes the implementation **phases of the delivery chain**, the main actors, and enabling factors
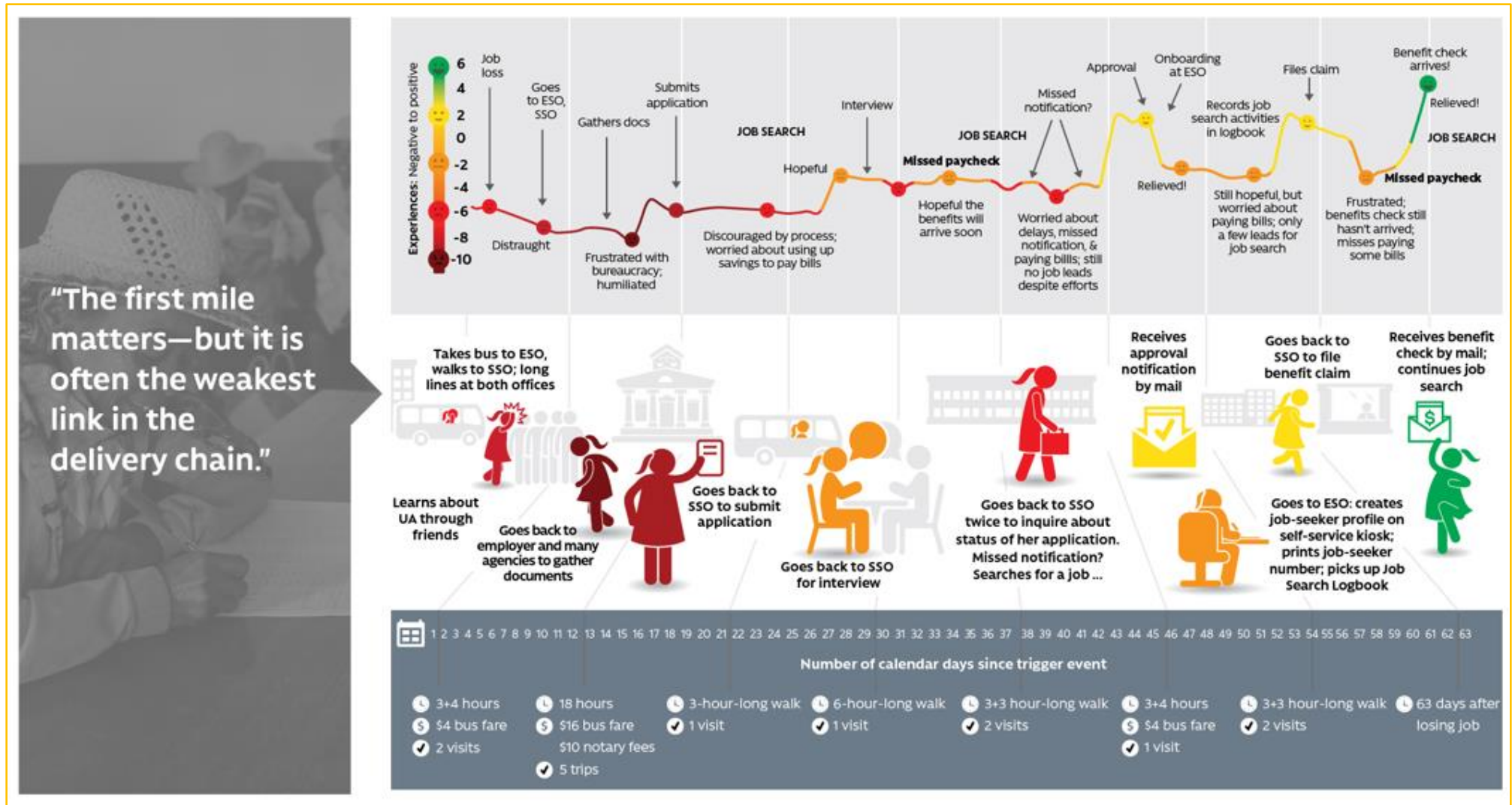
SP DELIVERY SYSTEMS FRAMEWORK

ALL BENEFITS AND SERVICES HAVE A SIMILAR DELIVERY CHAIN

ASSESS	ENROLL	PROVIDE	MANAGE

1 Outreach

2 Intake and registration

3 Assessment of needs and conditions

4 Eligibility and enrollment decisions

5 Determination of benefits and service package

6 Notification and onboarding

7 Provision of benefits and/or services

8 Beneficiaries compliance, updating, and grievances

9 Exit decisions, notifications, and case outcomes
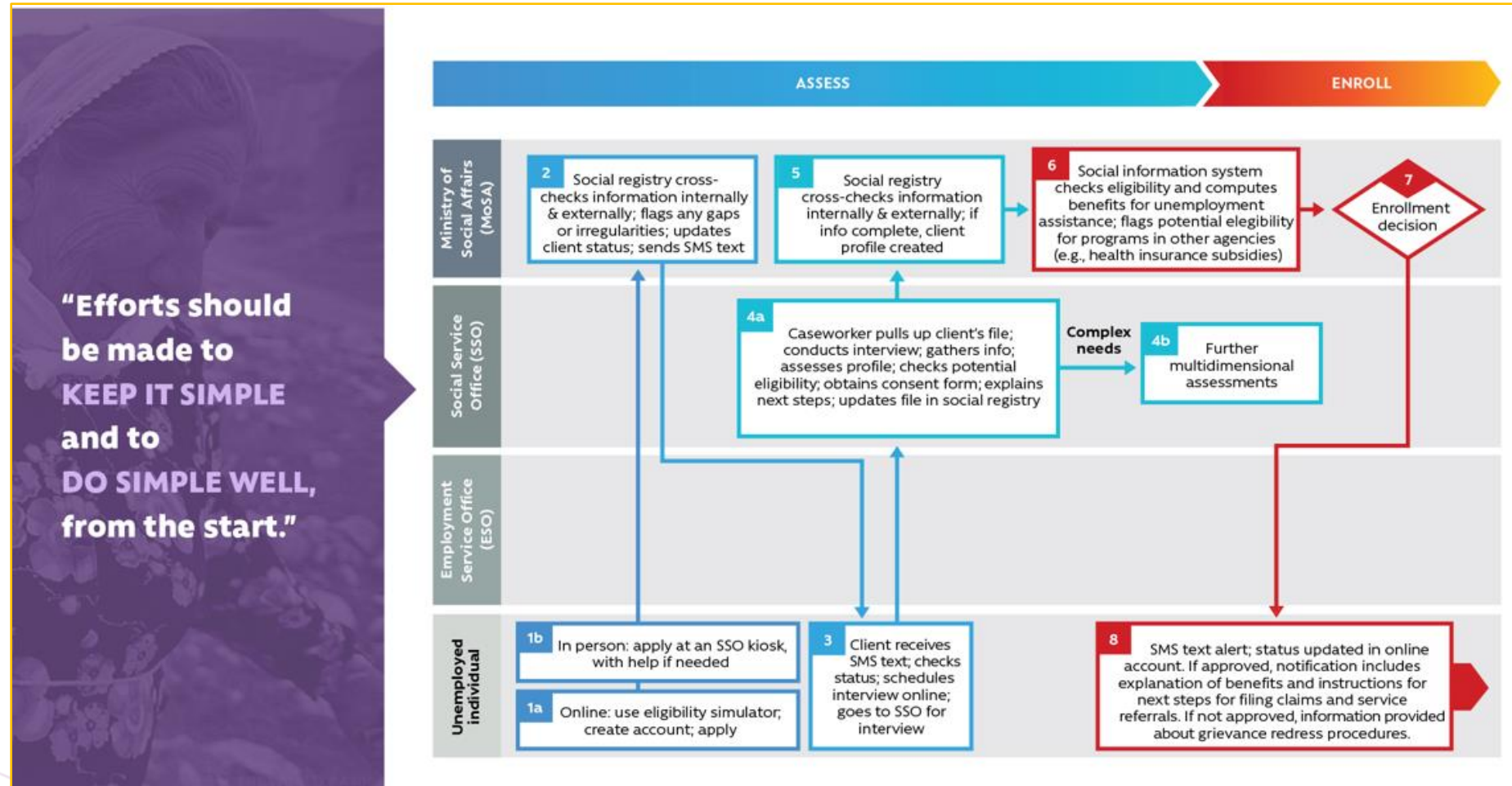
RECURRING CYCLE

PERIODIC REASSESSMENT

"Delivery systems matter for program effectiveness"

USEFUL TOOL: JOURNEY MAPS, HUMAN-CENTERED DESIGN TECHNIQUES

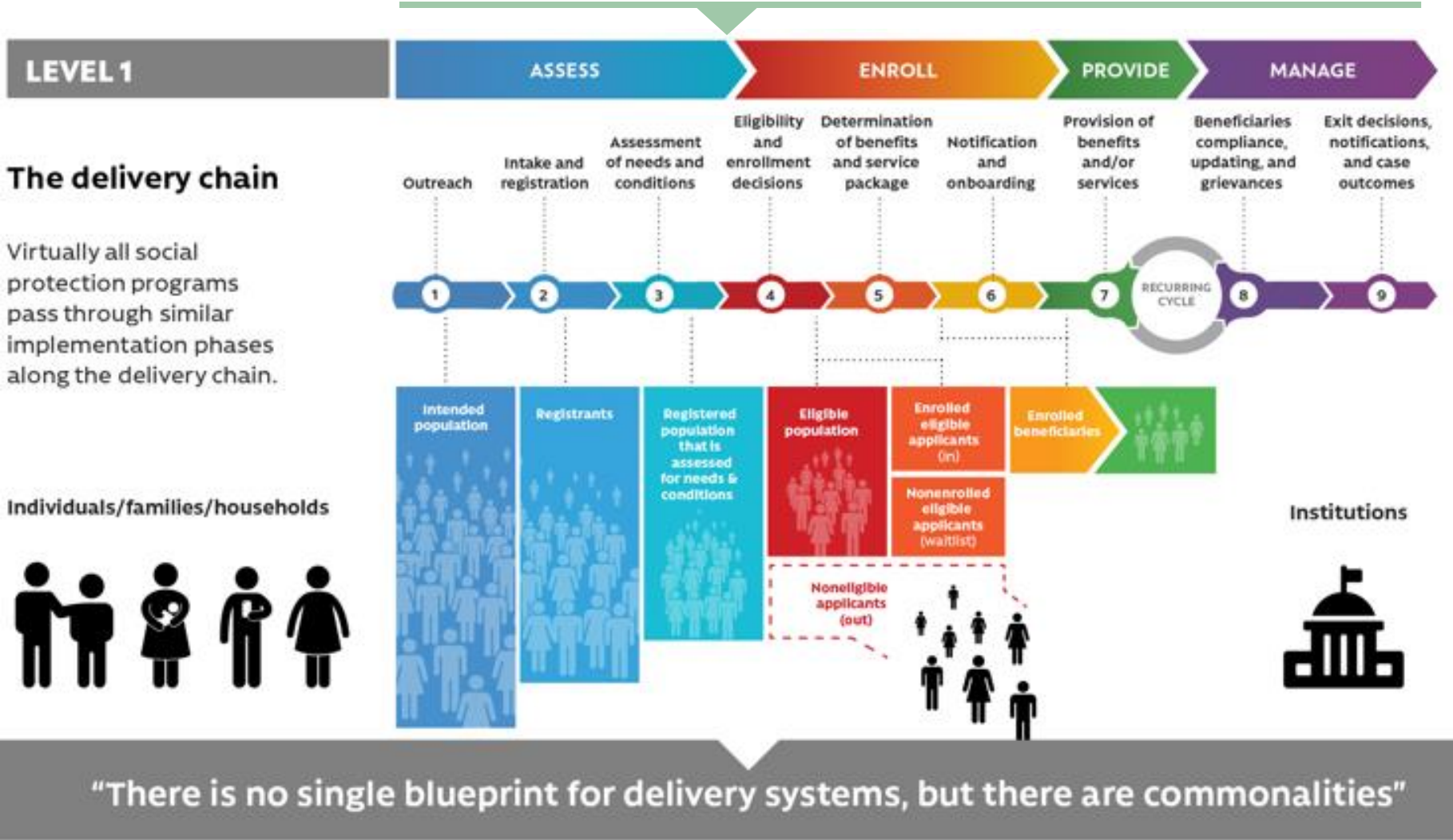# INSTITUTIONS: CLARITY OF INSTITUTIONAL ROLES & SEQUENCING OF STEPS
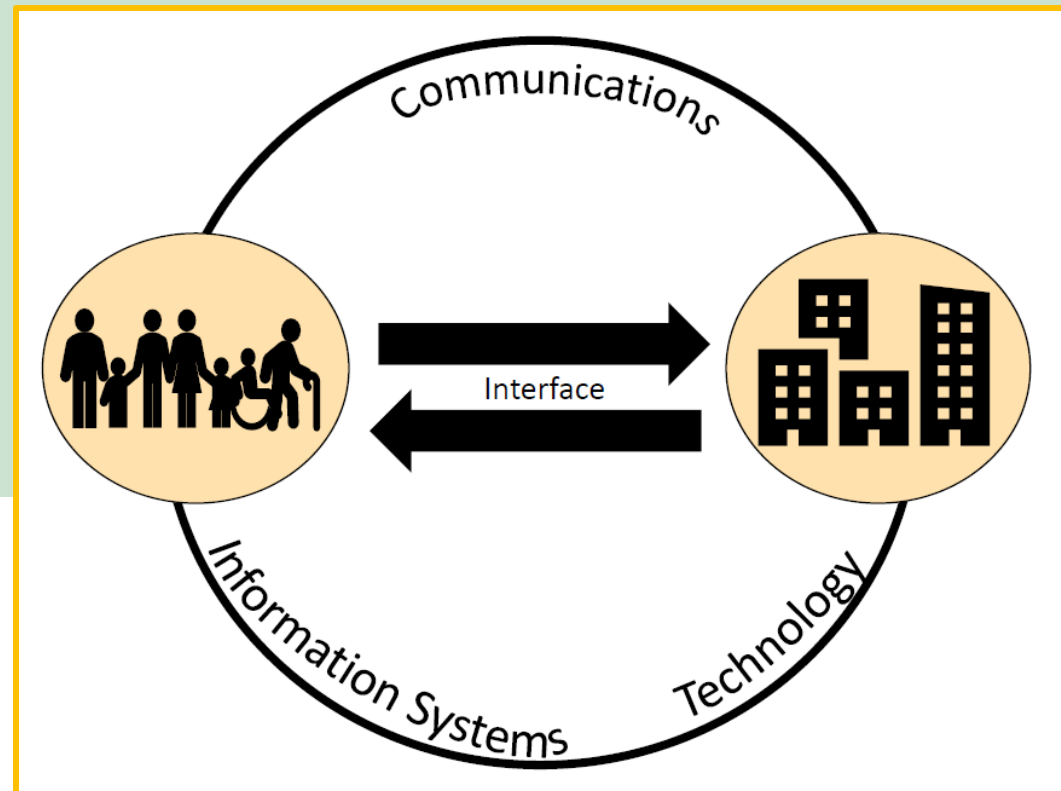
e.g., process mapping

SP DELIVERY SYSTEMS FRAMEWORKS

COMMUNICATIONS, INFORMATION SYSTEMS, AND TECHNOLOGY CAN ALL SERVE AS ENABLERS TO HELP INTERMEDIATE AMONG THEM.
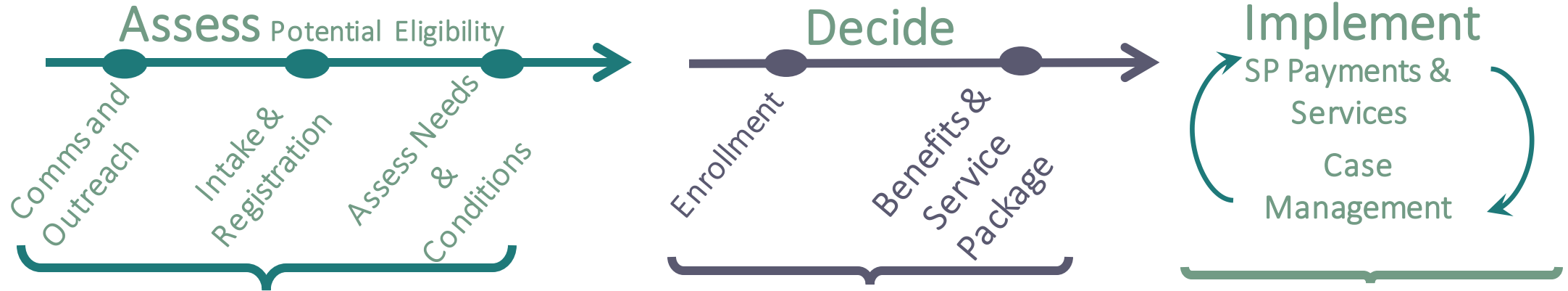

People & Institutions interact all along the delivery chain

THE IMPORTANCE OF COMMUNICATION

- Well-planned and consistent communications are critical to the success of any intervention/reforms.

- Allocating adequate budget for communications is an intelligent investment in risk mitigation

- Communications professionals should be engaged before the reform program begins and throughout implementation to conduct research, analyze results, and plan and implement the strategic communications program.

- Early risk assessment, informing the public in accessible ways, explaining mitigation measures to protect poor and vulnerable households, creating public understanding and building goodwill for a reform process.

- Communications plans must be flexible enough to accommodate

INFORMATION SYSTEMS ARE KEY TOOLS ACROSS THE DELIVERY CHAIN

Assess Potential Eligibility → **Decide** → **Implement**

Comms and Outreach | Intake & Registration | Assess Needs & Conditions → Enrollment | Benefits & Service Package → SP Payments & Services | Case Management

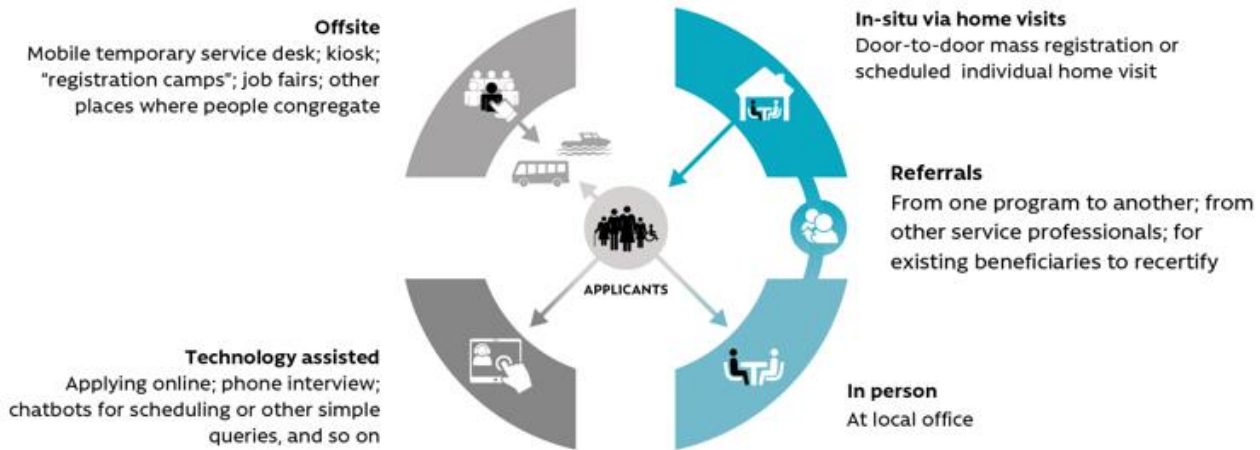| Program Information systems	**Social Registries** collect information on all households and applicants (potential beneficiaries), support the processes of registration & determination of eligibility for social benefits and services, potentially serve as a platform for improving pro-poor efficiency of public expenditures	**Beneficiary Registries & Beneficiary Operations Management Systems** support decisions on enrollment, the level of benefits or service package (underpin program administration)	**Service provision systems** support payment, other services and monitoring **Case management systems** support data updates, monitoring of co-responsibilities, intermediation & referrals, grievance redress, etc.
Foundational Admin Systems (National ID, CR, etc)	Support **Quality of Data and Verification** of surveyed households and applicants	Support **authentication and deduplication** of beneficiaries	Support **Transparency and Accountability** in service delivery
	Support interoperability across information systems		
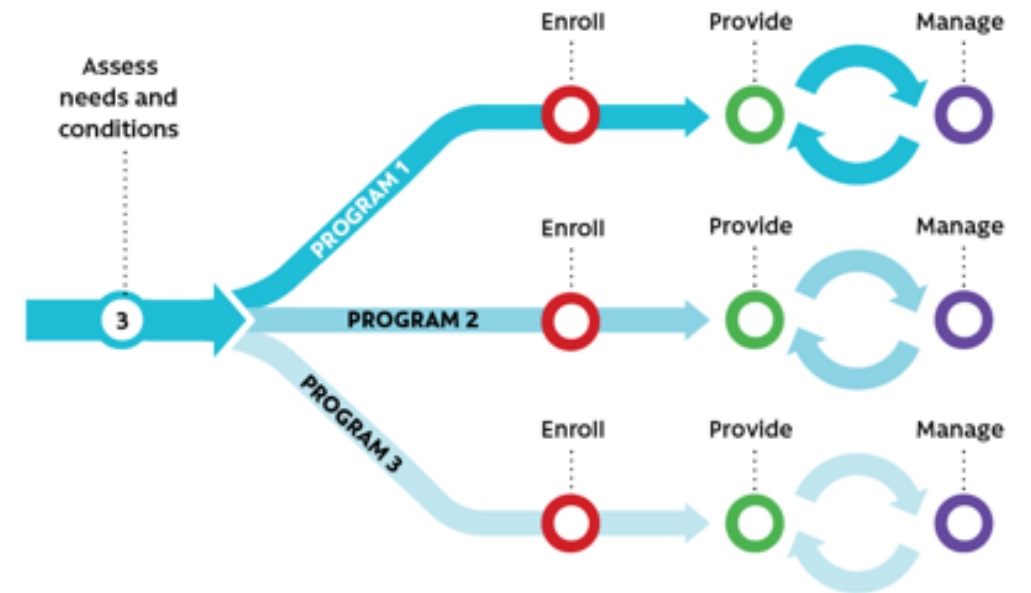
THE DUAL CHALLENGES OF COORDINATION AND INCLUSION ARE PERVASIVE AND PERENNIAL

Inclusion

Two distinct operating models: on-demand and administrator-driven approaches

Offsite
Mobile temporary service desk; kiosk; "registration camps"; job fairs; other places where people congregate

Technology assisted
Applying online; phone interview; chatbots for scheduling or other simple queries, and so on

APPLICANTS

In-situ via home visits
Door-to-door mass registration or scheduled individual home visit

Referrals
From one program to another; from other service professionals; for existing beneficiaries to recertify

In person
At local office

Coordination

Assess needs and conditions

PROGRAM 1 · PROGRAM 2 · PROGRAM 3

Enroll · Provide · Manage

SP DELIVERY SYSTEMS CAN POTENTIALLY CONTRIBUTE TO A GOVERNMENT'S ABILITY TO DELIVER

QUALITY OF IMPLEMENTATION MATTERS:

Common lack of attention to role of delivery in M&E Frameworks

THEORY OF CHANGE FOR DELIVERY SYSTEMS

Programs deliver services and benefits **effectively** and **efficiently** and promote the **inclusion** of specific groups with access barriers.

Outreach: Intended Population (IP), including Vulnerable Groups (VG) understands program & willing to apply

Intake & Registration: IP and VG are applying efficiently and their information is recorded accurately
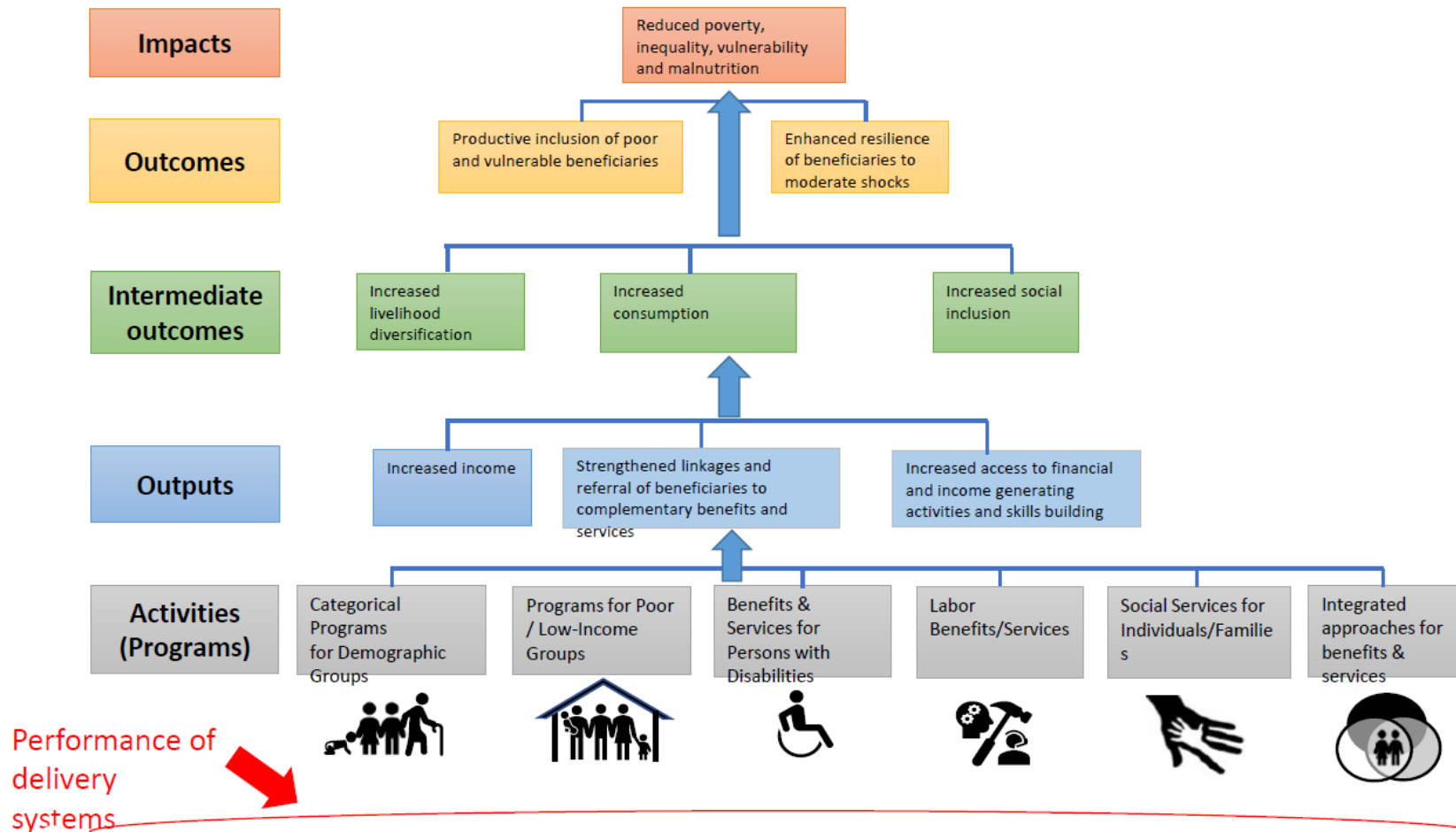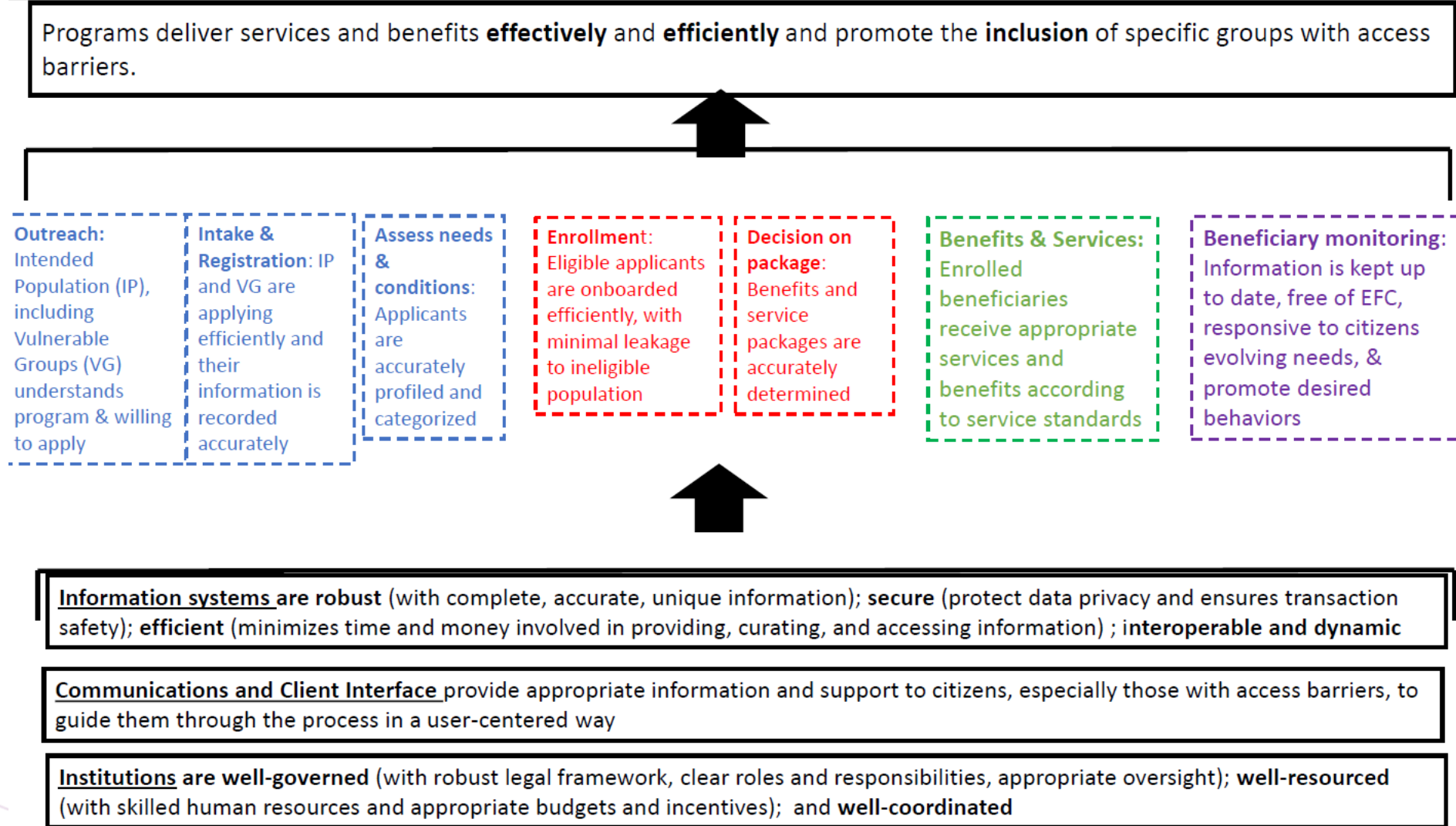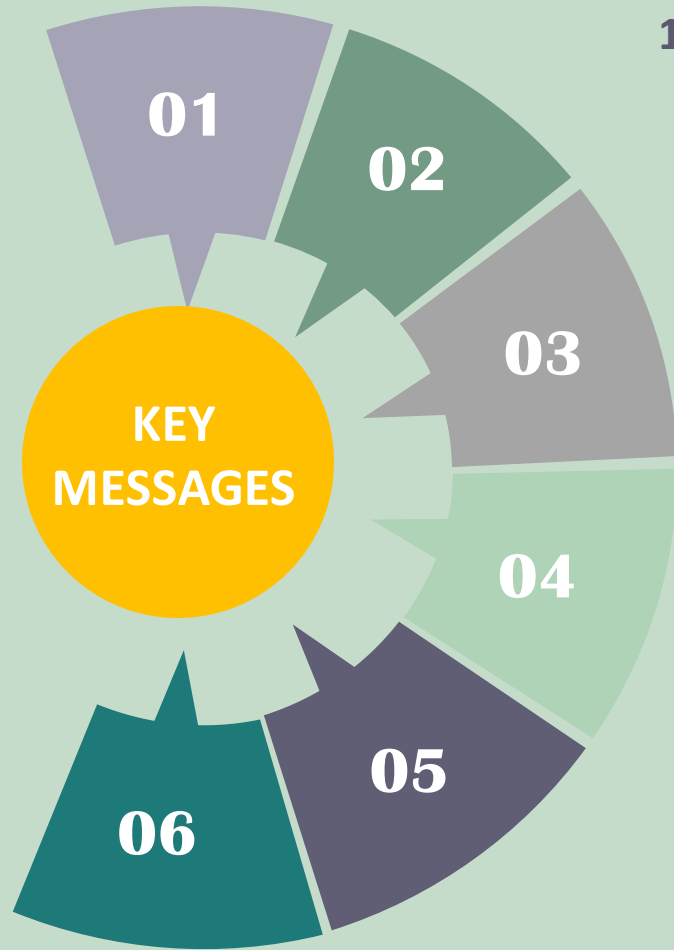
Assess needs & conditions: Applicants are accurately profiled and categorized

Enrollment: Eligible applicants are onboarded efficiently, with minimal leakage to ineligible population

Decision on package: Benefits and service packages are accurately determined

Benefits & Services: Enrolled beneficiaries receive appropriate services and benefits according to service standards

Beneficiary monitoring: Information is kept up to date, free of EFC, responsive to citizens evolving needs, & promote desired behaviors

Information systems are robust (with complete, accurate, unique information); **secure** (protect data privacy and ensures transaction safety); **efficient** (minimizes time and money involved in providing, curating, and accessing information) ; **interoperable and dynamic**

Communications and Client Interface provide appropriate information and support to citizens, especially those with access barriers, to guide them through the process in a user-centered way

Institutions are well-governed (with robust legal framework, clear roles and responsibilities, appropriate oversight); **well-resourced** (with skilled human resources and appropriate budgets and incentives); and **well-coordinated**

1. First mile of client interface matters (often neglected)

2. Keep it simple, do it well (!) Institutions matter, along with budgets, processes and skilled human resources

3. The weakest link affects the whole system (interconnectedness)

4. Avoid developing delivery systems in isolation (whole-of-government approach)

5. Delivery systems in social protection can enable interventions in other sectors (e.g. health insurance, scholarships, housing, human capital interventions)

6. There is no single blueprint for delivery systems, but there are commonalities and context-based good practices.

Sourcebook available at:

https://openknowledge.Worldbank.org/handle/10986/34044

World Bank Social Protection&Jobs:

https://www.worldbank.org/en/topic/socialprotection

World Bank G2Px:

https://www.worldbank.org/en/programs/g2px

Financial Inclusion:

https://www.worldbank.org/en/topic/financialinclusion/overview

CGAP

https://www.cgap.org/