SPJ CLASS
CORE LEARNING ACADEMY & SOLUTIONS SERVICES

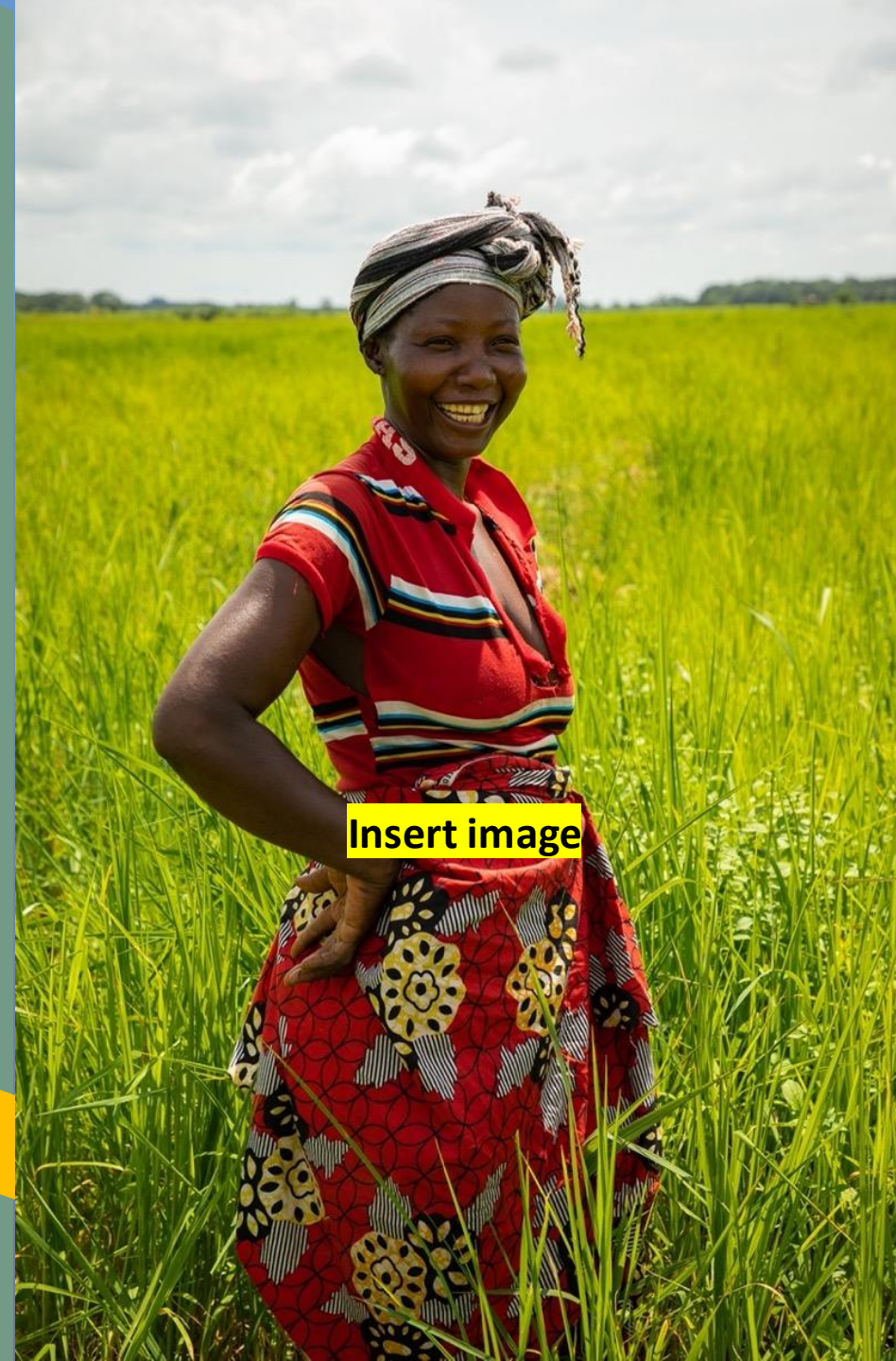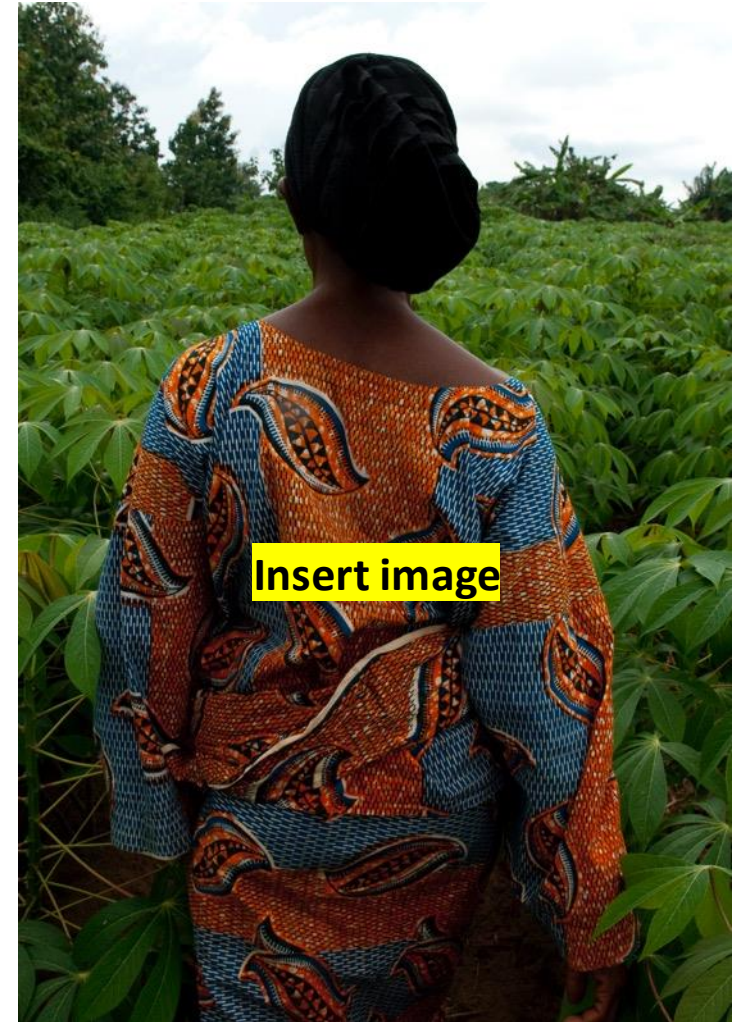# Social Protection Assessment Resource Kit for Systems (SPARKS)

Introduction session

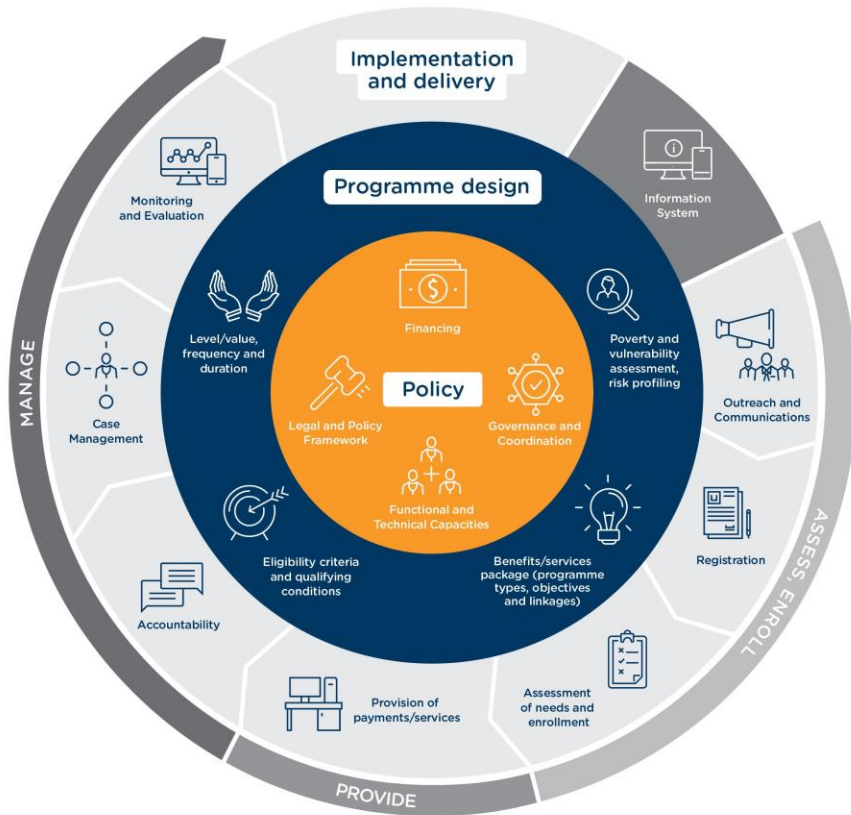**World Bank SPJ Delivery Systems GSG**

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WORLD BANK GROUP
Social Protection & Jobs

INDEX

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COMPOUNDING CRISES & ROLE OF DELIVERY SYSTEMS

- **Increasing demand for robust, shock-responsive social protection systems**

  - Lingering impacts of COVID and intensifying impacts of price shocks, and climatic shocks

  - Fragility and conflict are increasingly putting the livelihoods of many at risk.

  - Continued investments are needed in system building to expand social protection, to address inefficiencies, fragmentation and improve coordination.

- **Investments in delivery systems is an important part of the World Banks's investments in social protection.**

- SPJ GP's investment priorities delivery systems to support client countries develop robust system

  - Investments mainly support IDs, social registries, payment systems , and MISs.

  - Building the capacity of our clients is crucial to ensure successful implementation of our operations

- **The purpose of the SPARKS is to assess countries SP delivery systems development stage**

SPARKS PURPOSE

SPARKS is aimed at assessing Delivery Systems for social assistance across the SP Delivery Chain (Sourcebook).

Particularly, the tool has the following objectives:

- Need to know where programs are in terms of delivery systems development

- Conduct a rapid exercise to assess the current state of SP delivery systems

- Benchmark the system against an agreed set of criteria

- Help countries identify strengths and gaps in their SP delivery systems for efficiency and to be better prepared for shocks

- Guide current operations for system building

- the roadmap development, and can serve as a diagnostic for further investments in their delivery system

WHAT IS THE 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
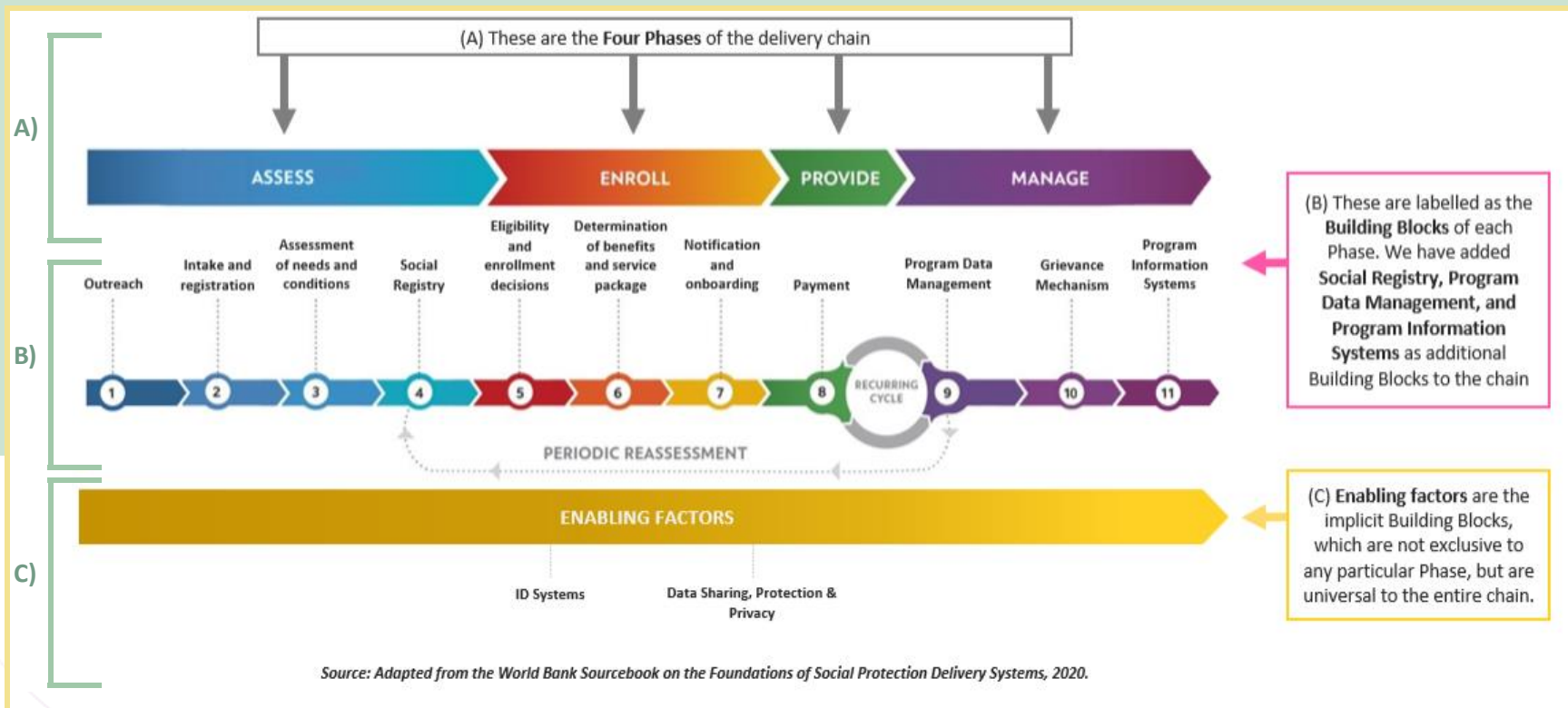9. Exit decisions, notifications, and case outcomes

RECURRING CYCLE

PERIODIC REASSESSMENT

"Delivery systems matter for program effectiveness"

SPARKS Framework

(A) Phase, (B) Building Block, and (C) Enabling Factors

A)

(A) These are the **Four Phases** of the delivery chain

ASSESS · ENROLL · PROVIDE · MANAGE

B)

Outreach · Intake and registration · Assessment of needs and conditions · Social Registry · Eligibility and enrollment decisions · Determination of benefits and service package · Notification and onboarding · Payment · Program Data Management · Grievance Mechanism · Program Information Systems

1 · 2 · 3 · 4 · 5 · 6 · 7 · 8 · RECURRING CYCLE · 9 · 10 · 11

PERIODIC REASSESSMENT

(B) These are labelled as the **Building Blocks** of each Phase. We have added **Social Registry, Program Data Management, and Program Information Systems** as additional Building Blocks to the chain

C)

ENABLING FACTORS

(C) **Enabling factors** are the implicit Building Blocks, which are not exclusive to any particular Phase, but are universal to the entire chain.

ID Systems · Data Sharing, Protection & Privacy

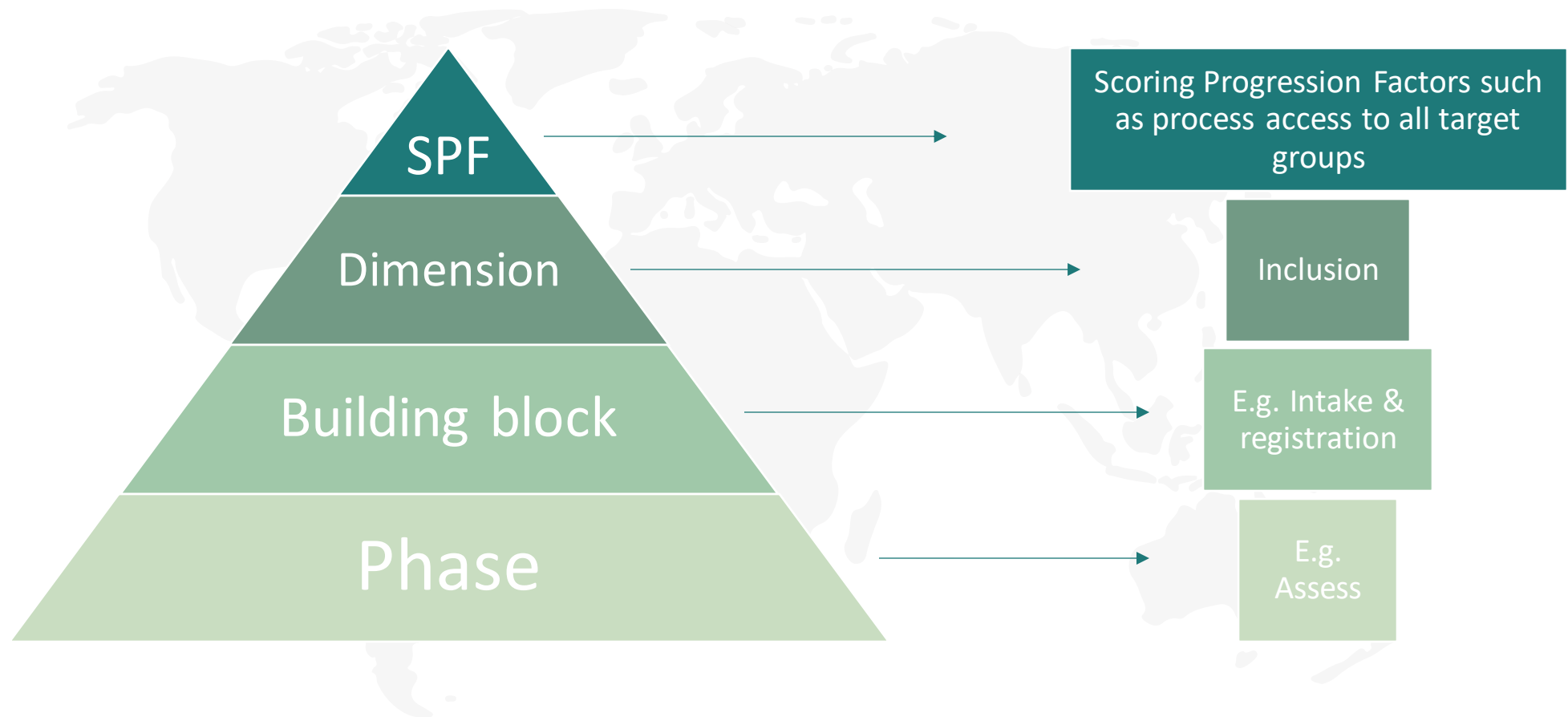*Source: Adapted from the World Bank Sourcebook on the Foundations of Social Protection Delivery Systems, 2020.*

- Developed with inspiration from the Sourcebook on Foundations of SP DS

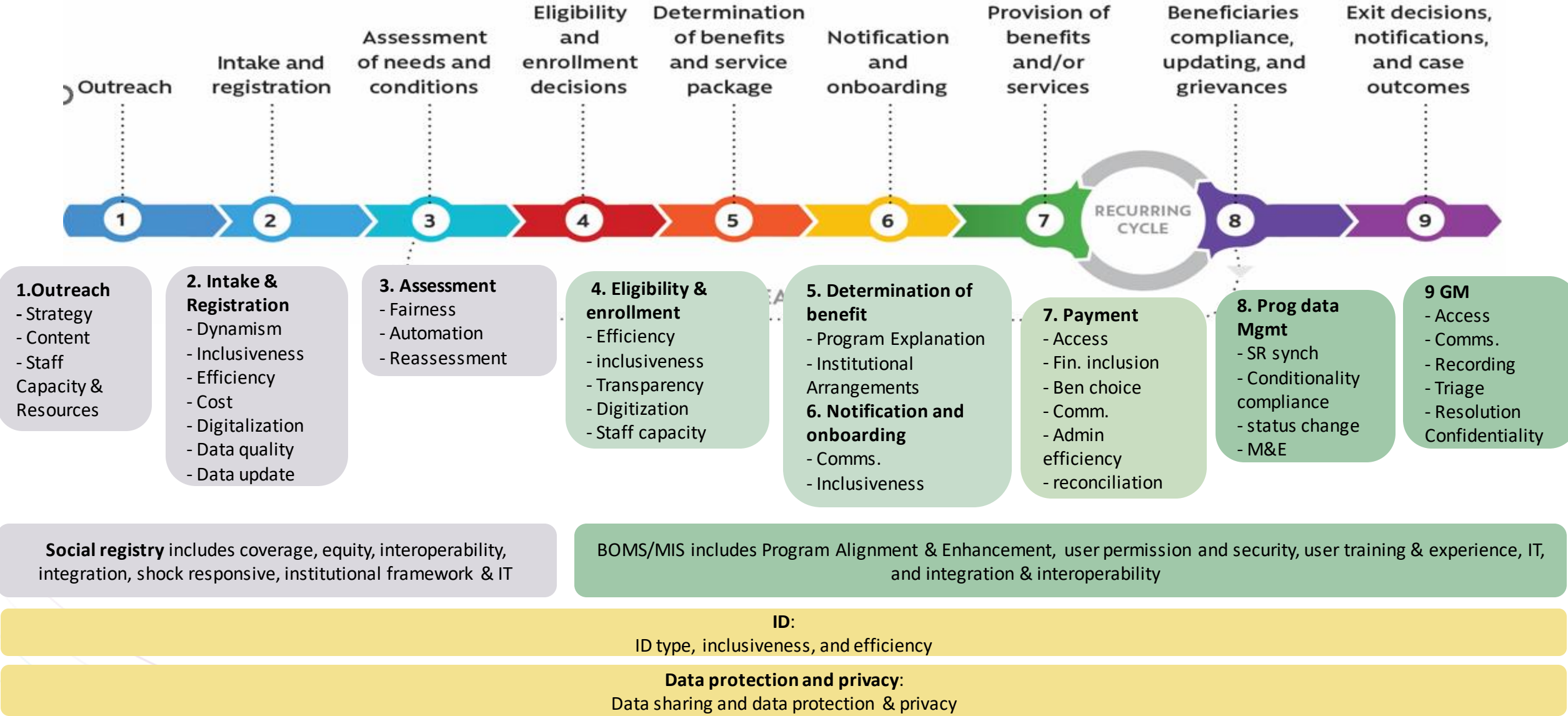We will assess your Program across:
- 4 Phases,
- 11 Building Blocks, &
- 2 Enabling Factors

Our objective: We will deliver a comprehensive yet concise 10-paged assessment report of *your* nominated Program

SPJ CLASS
CORE LEARNING ACADEMY & SOLUTIONS SERVICES

EQUITY, RESILIENCE & OPPORTUNITY

STRUCTURE OF THE ASSESSMENT CRITERIA

SPF

Dimension

Building block

Phase

Scoring Progression Factors such as process access to all target groups

Inclusion

E.g. Intake & registration

E.g. Assess
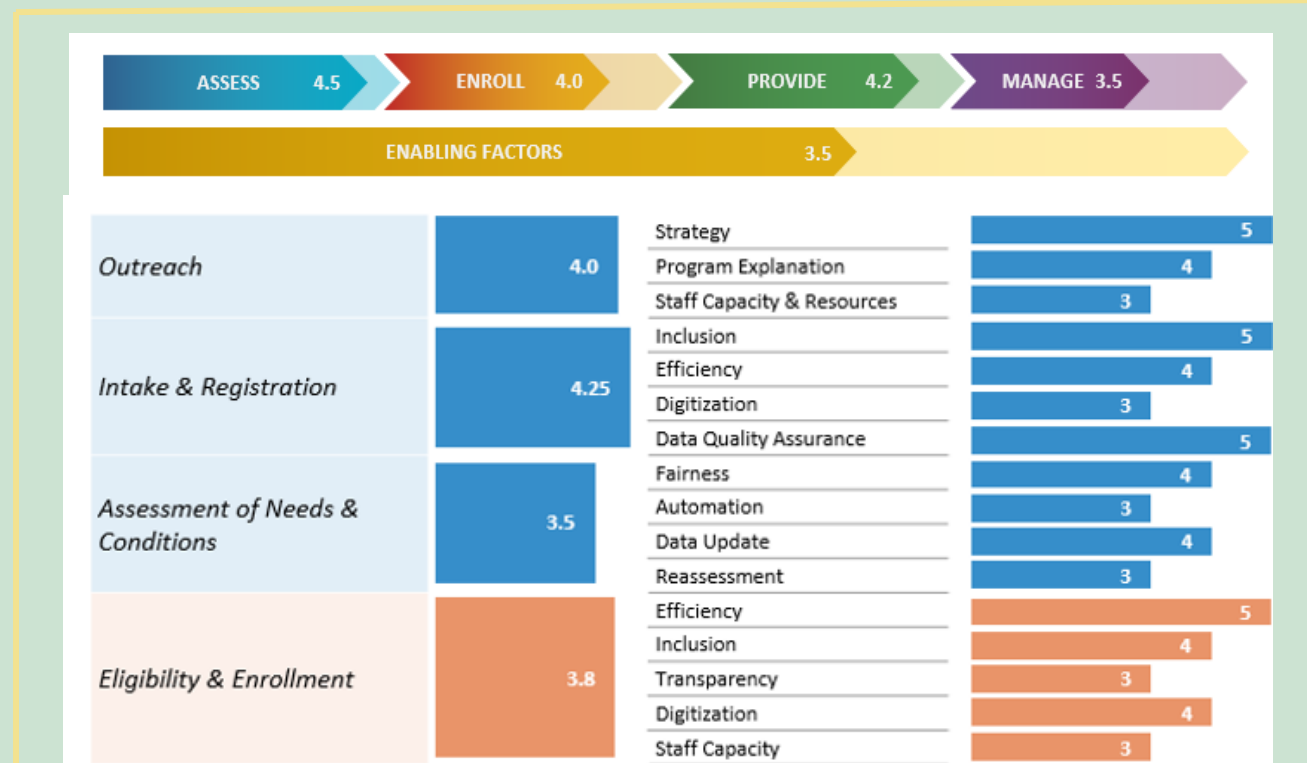
DIMENSIONS PER BUILDING BLOCK

Outreach · Intake and registration · Assessment of needs and conditions · Eligibility and enrollment decisions · Determination of benefits and service package · Notification and onboarding · Provision of benefits and/or services · Beneficiaries compliance, updating, and grievances · Exit decisions, notifications, and case outcomes

RECURRING CYCLE

1. Outreach
- Strategy
- Content
- Staff Capacity & Resources

2. Intake & Registration
- Dynamism
- Inclusiveness
- Efficiency
- Cost
- Digitalization
- Data quality
- Data update

3. Assessment
- Fairness
- Automation
- Reassessment

4. Eligibility & enrollment
- Efficiency
- inclusiveness
- Transparency
- Digitization
- Staff capacity

5. Determination of benefit
- Program Explanation
- Institutional Arrangements

6. Notification and onboarding
- Comms.
- Inclusiveness

7. Payment
- Access
- Fin. inclusion
- Ben choice
- Comm.
- Admin efficiency
- reconciliation

8. Prog data Mgmt
- SR synch
- Conditionality compliance
- status change
- M&E

9 GM
- Access
- Comms.
- Recording
- Triage
- Resolution Confidentiality

Social registry includes coverage, equity, interoperability, integration, shock responsive, institutional framework & IT

BOMS/MIS includes Program Alignment & Enhancement, user permission and security, user training & experience, IT, and integration & interoperability

ID:
ID type, inclusiveness, and efficiency

Data protection and privacy:
Data sharing and data protection & privacy

TOOL SAMPLE

Building Block 1 - Payment				
Dimension 1 – Access (Core)				
For how long do beneficiaries have to travel, on average, to receive payment?				
How much do beneficiaries have to pay, as a % of transfer, to receive the transfer?				
How many timing options do beneficiaries have to receive their money? Do these times account for working hours & seasonal displacement for work?				
Is an ID required for payment? (If collected in-person)				
What % of participants miss payments? What % drop out due to payment issues (other than transfer amount)?				
Latent (1)	**Nascent (2)**	**Emerging (3)**	**Established (4)**	**Advanced (5)**
Highly inaccessible payment process, with insufficient options (e.g. time & place) and high beneficiary costs leading to regular and significant numbers of missed payments and access-related dropouts.	Somewhat inaccessible process. Partial success aligning with seasonality and reducing larger or more addressable barriers, but with no customization, many payments still missed, and some access-related dropouts. Surface awareness of access issues.	Somewhat accessible process, that is reasonably quick for most, and is seasonality-aligned. Comprehensive awareness of access issues, and partial, ad-hoc measures are in place to address some barriers in some areas.	Accessible process. A few different modalities (some digital) allow for quick and convenient collection for all. Beneficiary costs are minimal, with clear documentation for minimizing most barriers, e.g. proxies to minimize missed payments.	Highly accessible payment process. Multiple tailored modalities (largely digital) allow for highly convenient and mostly on-demand collection by beneficiaries. Advanced measures address entrenched barriers, e.g. rebates and partnerships to improve network and ID coverage.

WHAT DOES SCORING LOOK LIKE?

STEPS TO CONDUCT THE ASSESSMENT

There are Four steps to Delivery of a Successful SPARKS Evaluation Report

Step 1:

Submission of the Program's Documents

Step 2:

Preliminary Engagement Session

Insert image

Step 3:

Interviews with Key Project Personnels

Insert image

Step 4:

Assessment Report Finalization

Throughout five months

Steps	January			February				March				April					May			
	15-19	22-26	29-2	5-9	12-16	19-23	26-1	4-8	11-15	18-22	25-29	1-5	8-12	15-19	22-26	29-3	6-10	13-17	20-24	27-31
Submission of program documents (TTLs)	▓	▓	▓																	
Review of the program documents (Assessment team)			▓	▓	▓															
Preliminary Engagement Session						▓	▓													
Discussions with TTLs and government team								▓	▓	▓	▓	▓	▓							
Evaluation report finalization														▓	▓					
Addressing reports' final feedback																	▓	▓	▓	▓

PILOTING THE TOOL IN BIH

Some initial recommendations

1) Improving **interoperability** for eligibility determination would boost efficiency, particularly by integrating income validation within the MIS through connections with tax and pension teams.

2) **Automating eligibility calculations** would reduce human errors significantly, mitigating risks of exclusion and inclusion errors, thus enhancing inclusivity and efficiency within the MIS.

3) Developing a **data collection app** linked to the MIS and accepting scanned documents would streamline intake and registration, facilitating future data verification through interoperability.

4) Establishing **a payment reconciliation** process with banks ensures accurate beneficiary payments and ministry oversight, reducing vulnerabilities to errors and ensuring transparency.

5) Standardizing the **GRM** process beyond eligibility and payment is essential for comprehensive program management and user satisfaction.

6) Investing in **updated hardware** such as servers and computers supports better technology utilization, especially important given outdated systems that hinder MIS functionality.

PILOTING THE TOOL IN KENYA

Some initial recommendations

1. **Communication** investment is crucial, requiring a dedicated team and enhanced resources for clear communication throughout GRM processes.

2. Implementing **ESR** for targeting offers data benefits, collaboration opportunities, and streamlines processes, positively impacting ID access and efficiency.

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3. CCTP's **digital payment** options boost financial inclusion, though challenges like PSP switching limitations persist, hindering full inclusivity.

4. **GRM**'s strengths in documentation and channels need optimization for better user engagement, prioritizing sensitive grievances and integration with PSPs and ESR.

5. Strengthening **MIS** through internal development capacity and user customization prioritizes sustainability and adaptability for future modules and bug fixes.

6. **M&E's** timely implementation is crucial, necessitating prioritization, resource allocation, and parallel development of data tools and training for effective monitoring and evaluation.
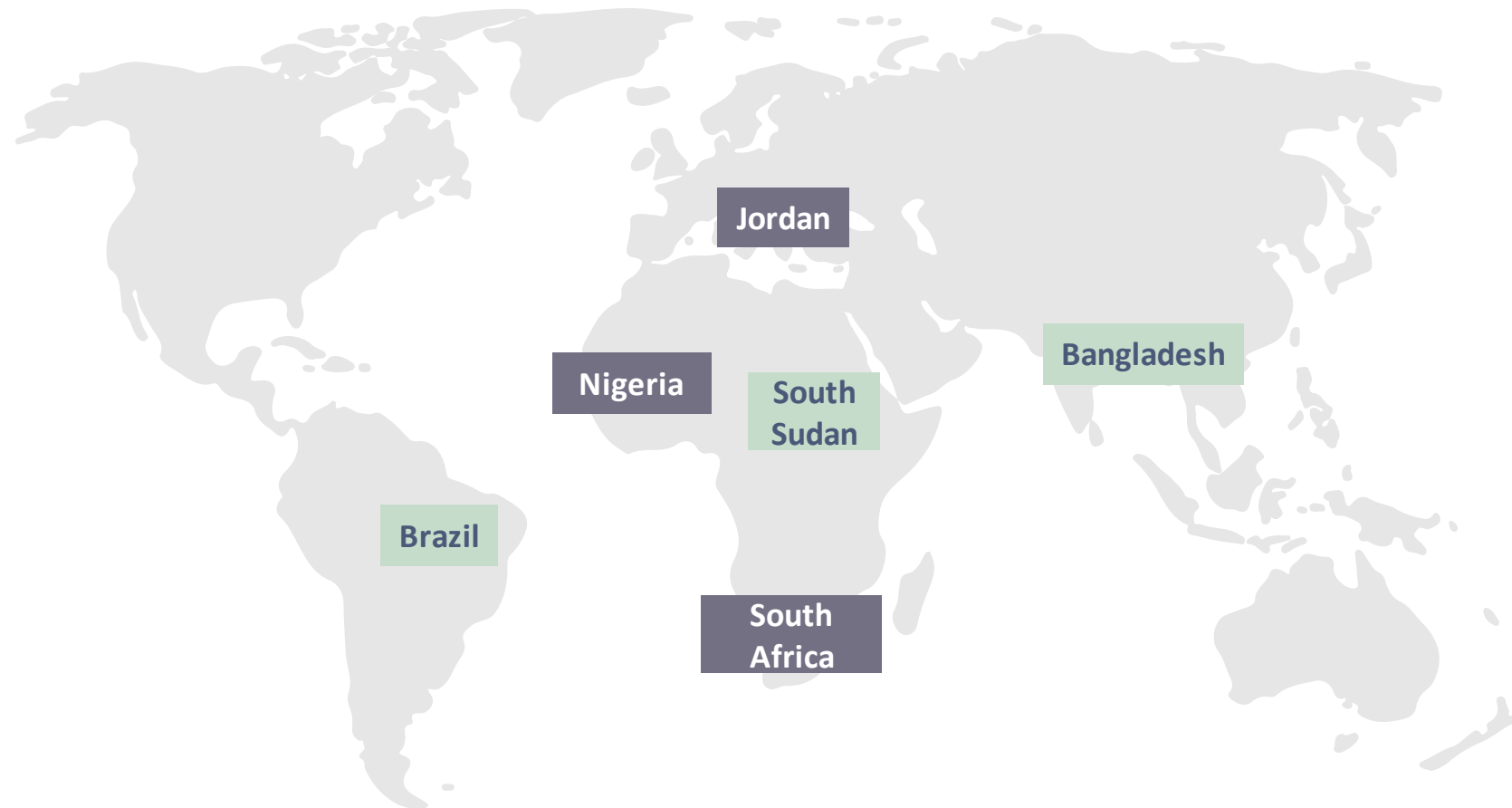
Q&A

QUESTIONS YOU MIGHT HAVE

- **Why not other available tools?**
  - Most available tools provide assessment on some, and not all, phases of the delivery chain
  - Other tools also go beyond delivery systems, such as SP systems as whole, which may require a lot of time and efforts to conduct
  - First tool to provide qualitative assessments and scoring across ALL phases of the delivery chain
  - Developed based on the large operation (more than 80 projects with delivery system support) and technical (the Sourcebook) experience of the Bank working with other countries

- **Is this matrix designed for country-level or program-level delivery system assessment?**
  - The matrix is designed to evaluate the delivery systems at the program level
  - Proposal to apply the tool to the main social assistance program in in countries.

- **Why not include SP policy and design evaluations**
  - Other available tools cover these areas (e.g., ISPA tools)

ANNEX: OTHER CONSULTED TOOLS

- Adaptive SP traffic light framework
- CPIA
- ISPA tool (CODI, ID, Payment, PWP, and information systems "forthcoming")
- Social insurance tools
- Stress testing tool
- 2017 SR paper (last chapter on assessment)
- Guidelines for ID4D diagnostic