

Improving Synergies between Social Protection and Public Finance Management

First progress report

Project Code
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October 2019–December 2020

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► List of acronyms

ABND	Assessment based national dialogue (on social protection)
BMZ	Federal Ministry for Economic Cooperation and Development
C&V	Communication and visibility
COVID-19	Corona virus disease
CRPD	United Nations Convention on the Rights of Persons with Disabilities
CSOs	Civil Society Organizations
DFAT	Department of Foreign Affairs and Trade of the Government of Australia
ECHO	Directorate-General for European Civil Protection and Humanitarian Aid Operations of the European Commission
EC-INTPA	Directorate-General for International Partnerships of the European Commission
EU	European Union
FAO	Food and Agriculture Organization
GCSPF	Global Coalition for Social Protection Floors
GIZ	German development agency
ILO	International Labour Organisation
IMF	International Monetary Fund
ITC-ILO	International Training Center of the International Labour Organization
KfW	Kreditanstalt für Wiederaufbau (German state-owned investment and development bank)
M&E	Monitoring and evaluation
PAHO	Pan-American Health Organization
PALOP	Países Africanos de Língua Oficial Portuguesa (African countries of Portuguese language)
PFM	Public Finance Management
SDG	Sustainable Development Goals
SIDA	Swedish International Development Cooperation Agency
SPIAC-B	Social Protection Inter-Agency Cooperation Board
SPPOT	Social Protection Policy Option Tool
TU	Trade unions
UK-FCDO	Foreign, Commonwealth & Development Office is a department of the Government of the United Kingdom
UNDP	United Nations Development Programme
UNFPA	United Nations Population Funds
UNICEF	United Nations Children's Fund
UNPRPD	United Nations Partnership on the Rights of Persons with Disabilities
USP2030	Universal Social Protection by 2030 Partnership
WFP	World Food Programme
WHO	World Health Organization
WSM	We social movements

► 1. Executive summary

The EU-ILO-UNICEF-GCSPF programme “Improving synergies between social protection and public finance management” (hereafter, SP&PFM Programme or Programme)¹ aims to support countries in their efforts to work towards achieving universal and sustainable social protection coverage, in line with the human right to social protection and the 2030 Agenda for sustainable development.² The SP&PFM Programme started in April 2020 following a six-month inception period (October 2019 to April 2020) that allowed for setting up the Programme's documentation, structures and teams for a smooth implementation of the Programme and country Projects.

Despite the unprecedented context created by the global COVID-19 pandemic, the SP&PFM Programme pursued its implementation. The objectives and interventions of the Programme were very relevant to support the COVID-19 responses through the technical expertise available in the eight partner countries of the Approach 1 of the Programme, and the deployment of technical services through the quickly implemented call for proposals of the Approach 2.

Through Approach 1, the following eight countries were pre-selected for three-year support: Angola, Burkina Faso, Cambodia, Ethiopia, Nepal, Paraguay, Senegal and Uganda. In the wake of the COVID-19 pandemic, the Programme was extended to ten additional countries as part of Approach 2: Bangladesh, Cabo Verde, Côte d'Ivoire, Ecuador, Malawi, Myanmar, Nigeria, Peru, Sri Lanka and Togo. These countries receive shorter-term technical assistance from the ILO with a focus on the pandemic response.

This report provides a summary of the interventions and achievements of the SP&PFM Programme from October 2019 to December 2020, which includes a six-month inception phase.

The steering committee of the SP&PFM Programme approved all eight country project documents and annexes of the Approach 1 in April 2020, which marked the start of the implementation phase of the countries' projects. The project document of the cross-country component of Approach 1, Approach 2 project documents and the other key documents of the SP&PFM Programme (evaluation plan, communication and visibility strategy) were approved during the course of May and early June 2020. Under Approach 2, the SP&PFM Programme carried out a first call for proposals in April-May 2020, and the ten selected countries started implementing their projects in October 2020, with exception of three countries, who started the implementation in December 2020 (Bangladesh, Côte d'Ivoire, and Sri Lanka).

Key achievements of the first phase of implementation of the Programme (October 2019 to December 2020) include:

- Setting-up of the SP&PFM Programme's management structures (programme management unit, steering committee, operational committee (Approach 2 only), advisory board, agreements between ILO/UNICEF/GCSPF) and regular communications (through emails and meetings) that allow a smooth flow of information between the programme management unit and country projects teams);
- Validation of the project documents and annexes for the cross-country component of Approach 1 and for Approach 2, including the communication and visibility strategy and the evaluation plan of the SP&PFM Programme;
- Approval through the steering committee of the eight country project documents of Approach 1, and their annexes (budget, workplan, communication and country-specific visibility strategy) through close consultations with key national stakeholders and EU Delegations;
- Completion of the first call for proposals of Approach 2 in response to the COVID-19 pandemic; including the selection through the operational committee and development of the Approach 2's 10 country proposals and their annexes with key national stakeholders and EU Delegations;

¹ In this report, SP&PFM Programme refers to the global Action and the SP&PFM Project or Project to each country project.

² An annex 1 provides further information on the programme, its objectives and structure.

- Preparation of the terms of reference and contract, and launch of the global research on the multiplier effect of social protection;
- Organization of the global launch of the SP&PFM Programme on 1 December 2020;
- Development of the communication and visibility package, and implementation of tools and activities of the communication and visibility strategy (logo and visual identity, website, social media strategy, guidance note for countries);
- Submission and approval of the inception report;
- Comments on the terms of reference for the mid-term evaluation and launch of the evaluability assessment of the SP&PFM programme;
- Development of a global training module (that will be adapted to different audience: staff of implementing partners, civil society, social partners and governments) on key concepts and elements of PFM and opportunities to engage to achieve increased fiscal space for social protection.

For Approach 1, the country projects were able to address social protection and PFM challenges and contribute to the COVID-19 response.

Angola: In the context of fiscal consolidation with an increased need for social protection, the project is supporting the development of the social protection policy framework to reduce fragmentation and build a basis for a strong social protection system. It also looks at building national capacities on public finance management and social protection, as well as providing options for sustainable social protection financing, building on an agreed memorandum of understanding between UNICEF and the Ministry of Finance. At this end, in 2020, the project was able to support:

- the development and formal adoption of the National Policy for Social Action, with international standards being appropriately reflected.
- a series of high-level webinars organized by the Ministry of Finance entitled “Simplifying the Budget” for the general public, as part of the overall efforts to increase budget transparency and literacy for increased accountability.

Burkina Faso: With the increased need to strengthen community level interventions and key national social protection programmes, the Project is supporting municipal services (*services communaux*) and the operationalization of the universal health care scheme. It also aims at strengthening coordination between social protection actors by supporting the Permanent Secretariat for Social Protection to further reduce social protection fragmentation. At this end, the Programme is generating evidence on the social protection policy results, public finance management, and options for extending social protection. It also builds capacities of national stakeholders, as part of the development of the new social protection strategy.³ The main achievement of the project in 2020 include:

- the completion of four technical studies: fiscal space analysis, feasibility of unemployment insurance scheme as part of the COVID-19 response, impact assessment of cash transfers, and development of monitoring and evaluation indicators for social protection, as part of ongoing efforts deployed by the Sweden International Development Agency (SIDA) and UNICEF;
- increased advocacy to raise additional funding for a complementary project on strengthening social protection, which benefited from funding from the government of Belgium.

Cambodia: Social protection is still fragmented with low capacity to deliver services, especially at community level for the poorest and most vulnerable. In addition, sustainability of social protection financing remains a challenge in the longer term for routine social protection programmes. At this end, the Project supports the integration of social assistance measures through the family package of integrated programmes,⁴ strengthening monitoring and evaluation of social protection, including the

³ The National Social Protection Policy is ending in 2022. As part of new national regulations, sectoral policies will be replaced by strategies. Therefore, the support to the social protection policy framework is related to the forthcoming strategy.

⁴ The family package integrated four cash transfer programmes and intends to link cash transfer to complementary programmes and social services.

integrated management information system for social assistance linking to the future single registry of social assistance beneficiaries. In view of supporting the implementation of the National Social Protection Policy Framework (2016–2025), in 2020, the Project supported PFM in the social protection sector, development of the social protection system and swiftly provided support to the COVID-19 response led by the government. More specifically, the interventions included:

- o strengthening capacity of the Ministry of Social Affairs to develop programme based budgets. These programme based budgets strongly links to the social protection policy framework with clear annual targets. These were used to support budget negotiations with the Ministry of Finance;
- o a training on social budgeting for Ministry of Economy and Finance, Ministry of Social Affairs, the National Social Protection Council and National Social Security Fund, in the framework of the review of the functional classification of social protection;
- o the roll out of identification mechanisms for people with disabilities in eight provinces, including monitoring and evaluation indicators;
- o the design and delivery of the COVID-19 response cash transfer programme for the poor households holding a IDPoor card;
- o the design of a gender-sensitive and child-sensitive family package of integrated social assistance programme;
- o the development of the M&E framework of the social protection programmes;
- o the consolidation of the CSO and Trade Unions network, with joint comments on the draft Law on social protection and socio-economic impact assessment of the COVID-19 crisis;
- o the formulation of a complementary project on strengthening social protection, co-implemented by ILO and UNICEF, and funded by the EU Delegation in Cambodia.

Ethiopia: Since 2019, Ethiopia is undertaking macro-economic reforms. The COVID-19 crisis reemphasized the importance of pursuing this reform and highlighted the need to improve the social protection system and expand coverage, especially for the poor and vulnerable including for workers of the informal economy. The Project supports this agenda by providing options for social protection financing and supporting the sector's coordination and monitoring system. The Project supported the COVID-19 responses while engaging with stakeholders, to expand the Urban Productive Safety Net Programme (UPSNP) for the poor and vulnerable population. Results of the Project included:

- o the re-establishment of the development partners and government's Federal Social Protection Platform;
- o capacity building and tools for M&E of the social protection sector;
- o the completion of the Social Security Inquiry;
- o a vulnerability assessment to inform the COVID-19 response and a socio-economic impact analysis of the COVID-19 pandemic;
- o the preparation of a social protection sector policy eligibility assessment for a possible EU Budget Support programme.

Nepal: In 2020, the country completed the formulation of its new National Integrated Social Protection Framework. Innovations in this Framework are the strong emphasis on the extension to workers in the informal economy and the inclusion of a shock-responsive lens. The framework provides much needed vision, policy coherence, coordinated planning and political consensus for an effective and efficient social protection system with robust regulatory, monitoring and delivery mechanism. Raising awareness on the existing social protection programmes and developing a social protection culture is at the core of the strategy for extending coverage. In 2020, the Project supported:

- o the drafting process of the National Integrated Social Protection Framework;
- o the E-Conference on assessing the impact and opportunities for children and family-friendly COVID-19 response;
- o awareness-raising among trade unions and CSOs for boosting registration to the Social Security Fund;
- o decentralized consultations on the COVID-19 impact and building back more shock-responsive social protection systems;

- o through synergies with the EU-UNICEF Public Finance Facility in South and South East Asia, draft of a social protection budget brief that will feed in the World Bank public expenditure review;
- o brief on scaling up the social protection system and financing options as response to the COVID-19 and need for improved shock-responsiveness.

Paraguay: In 2020, the country began the implementation of the *Social Protection System ¡Vamos!* and the PFM reforms. While the social protection system is just starting in the country, the project will ensure the effective roll-out of *¡Vamos!* in selected territories and the consolidation of its financing and budget framework, closely linked to the EU Budget Support Programme. The Project is also seeking at strengthening coordination and setting building blocks for a strong social protection system at local level, by establishing local social protection committees, including capacity building, management information system and support for social protection service provision for the first years of life (from pregnancy to 4 years) including linkages with other social services. It works toward strengthening the social cabinet which oversees social protection, including in coordination of the COVID-19 response. To date, the Project contributed to:

- o increasing inter-institutional coordination on issues related to social protection, and in particular closer coordination between the Ministry of Budget and the Technical Unit of the Social Cabinet;
- o the training of government representatives on public finance for social protection, scaling-up of the course for Latin America stakeholders;
- o completion of the collection of data for the study on the multiplier effects of social protection;
- o support to the implementation of *¡Vamos!* with ongoing diagnostic of the Social Protection System's budget efficiency and fiscal space to finance its expansion and its roll out at local level, especially with the ongoing development of a digital application to establish a roadmap of services targeting children aged 0 to 4 years and simplify procedures and increase access to accurate information about services.

Senegal: During the COVID-19 pandemic, the country realized the need to further enhance the role of the National Unified Registry to effectively respond to crises. In addition, there is a need to continue strengthening the social protection system, especially on inclusiveness, financing and monitoring systems, including for the flagship cash transfer programme (*Programme national des bourses de sécurité familiale*) and its cash+ component (linked to essential family practices), which has been scaling-up in recent years. The Project contributes to this effort by building capacity and providing technical services, including for issues related to extension of coverage among workers in the informal economy, the inclusion of gender and disability considerations and improved PFM. For the first year of implementation, the Project contributed to:

- o updating the National Unified Registry, through the on-going collaboration with the World Bank, and strengthening it including assessing its relevance, effectiveness and sustainability as part of the COVID-19 response;
- o building capacity of decentralized government's institutions, notably on issues related to monitoring of expenditures;
- o capacity building of CSO and trade unions on budget planning and monitoring;
- o impact assessment of the COVID-19 pandemic on child-poverty;
- o training on fiscal space analysis and impact of social protection investments;
- o organization of a national high-level Conference on social protection and its financing, on November 2020;
- o launch of a gender and disability review of the social protection system and programmes.

Uganda: In 2020, the Project was implemented in a context of strong reluctance of the government for funding the cash transfers programmes and the need for improved advocacy to increase the profile of social protection in the country. Therefore, the Project focused on policy dialogue and evidence generation to expand social protection, as well as on the strengthening of existing schemes including

improved delivery and coverage of social protection in the country. At this end, the main activities included:

- o the development and dissemination of micro-simulations of different social protection options to guide government and development partners in discussing the COVID-19 response, notably used by the International Monetary Fund (IMF), the World Bank and World Food Programme (WFP);
- o the data collection and evidence generation for policymakers, including a deep dive on the unique challenges faced by adolescent girls in urban areas, with vulnerabilities further exacerbated by the COVID-19 pandemic and mitigation responses;
- o the government-led Public Dialogue on Programme-Based Budgeting, with a focus on the Human Capital Development programme in the National Development Plan III, as well as the government-led Research Symposium on Urban Social Protection, to disseminate the evidence generated by the Project.

The following table summarizes the main interventions and achievements in the different countries of the Approach 1 of the Programme. Countries of Approach 2 started their project's implementation in October 2020, therefore the reporting period was only from October to December 2020.

► Table 1: Summary of interventions and achievements in the eight partner countries of Approach 1

	COVID-19 response	Policy and design	PFM and Financing	Implementation mechanisms	M&E	Awareness raising and coordination
Angola		Support to the National Policy for Social Action	Series of webinars "Simplifying the budget"			
Burkina Faso	Feasibility study for unemployment insurance Socio-economic assessment of the COVID-19 pandemic on the informal economy	Review of the SP system (on-going)	Fiscal space analysis		Development of the M&E indicators for social protection Assessment of cash transfer programmes	Support to TU network
Cambodia	Support to COVID-19 cash transfer for the poor households holding an IDPoor card	Design of the family package	Training on social budgeting Training on programme based budgeting	Identification mechanisms for inclusion of people with disabilities	Development of the M&E framework for social protection	Support to the CSO and trade unions network
Ethiopia	Socio-economic and vulnerability assessments of the COVID-19 pandemic	Social protection policy eligibility assessment for EU Budget support			Capacity building M&E framework for social protection	Re-establishment of the Federal Social Protection Platform
Nepal	Consultations for building back more shock-responsive social protection systems	Support to the National Integrated Social Protection Framework Re-inclusion of people with disabilities and single mothers in the Social Security Allowance	Brief on scaling up the social protection system and financing options as response to the COVID-19 and need for improved shock-responsiveness			Awareness raising action for registration to the Social Security Fund
Paraguay			Training on public finance for social protection	Support to the implementation of the social protection system ¡Vamos! at local level		Improved inter-institutional coordination on social protection (Ministry of Budget and the Technical Unit of the Social Cabinet)

	COVID-19 response	Policy and design	PFM and Financing	Implementation mechanisms	M&E	Awareness raising and coordination
Senegal	Support to strengthening the National Unified Registry to respond to the COVID-19 response and future crises Impact assessment of the COVID-19 pandemic on child-poverty	Launch of the gender-sensitive and disability-inclusive social protection review	Capacity building of decentralized governments on monitoring of expenditures Capacity building of CSO and TU on budget planning and monitoring Training on fiscal space and impact of social protection investments			National high-level Conference on social protection and its financing
Uganda	Micro-simulation of different social protection options to guide the COVID-19 response Design of a strategy to ensure service delivery continuity for urban social protection	Policy brief on systems strengthening approach for social protection Capacity assessment report for CSO and trade unions	Government-led Public Dialogue on Programme-Based Budgeting Drafting fiscal space analysis of adolescent social protection	Drafting of Operational Manual and coordination support mechanisms for urban social protection	Data collection and evidence generation for urban social protection	Government-led Research Symposium on urban social protection Consultative workshop with CSOs

► 2. Presentation of the SP&PFM Programme

The EU-ILO-UNICEF-GCSPF Programme “Improving synergies between social protection and public finance management” (hereafter, SP&PFM Programme) aims to support countries in their efforts to work towards achieving universal and sustainable social protection coverage, in line with the human right to social protection and the 2030 Agenda for sustainable development.

The SP&PFM Programme supports governments’ efforts to expand or refine social protection measures including their financing basis and redistributive effects and considering the broader demographic, strategic, economic and fiscal context within which they are to be realized. To achieve this, the SP&PFM Programme ensures that countries improve the design and financing of adequate social protection systems, including through more effective planning and spending of public social budget, in support of their efforts towards ending poverty in all its forms (SDG 1) and reducing inequalities (SDG 10). It also provides support to governments in implementing and monitoring effective gender sensitive and disability-inclusive social protection systems and programmes for all while ensuring financial sustainability and macroeconomic stability and assists beneficiary countries in developing and applying shock-responsive social protection programmes and systems adapted to the needs of those living in protracted fragility and crises, including forcibly displaced persons.

The Programme also aims at increasing the impact of EU development cooperation in a twin-track approach. On the one hand, it leverages on PFM and domestic resource mobilization to strengthen national social protection systems and ensure their sustainability. On the other hand, it will incorporate, where relevant, social protection into budget support operations, in particular of the forthcoming EU programming 2021–2027, to accelerate the achievement of their general objectives of poverty eradication and inequality reduction; inclusive economic growth and job creation; crisis prevention and resilience; adaptation to climate change; consolidation of democracies and peaceful societies. Since the outbreak of the pandemic, the SP&PFM Programme has provided support to the selected EU delegations in drawing up social protection in their COVID-19 responses in close coordination with national stakeholders and relevant development partners. Finally, the programme offers to the implementing partners, i.e. ILO, UNICEF and the Global Coalition for Social Protection Floors (here after GCSPF), political space to work more efficiently with national stakeholders on PFM in the context of social protection.

At country level, the SP&PFM Programme works with ministries of finance, budget and planning, as well as ministries in charge of social policies (health, labour, social welfare, women, children, among others) and social protection institutions and programmes, relevant civil society organizations, workers and employers organizations, and academia.

The SP&PFM Programme is implemented through two approaches. Under Approach 1, which is implemented jointly by UNICEF, ILO and the GCSPF, the programme provides three-year technical assistance to eight pre-identified countries to strengthen their social protection systems, in particular through better public finance management and improved implementation systems. It furthermore facilitates cross-country research and knowledge sharing in view of strengthening the design, implementation and sustainability of shock-responsive, gender-sensitive and disability inclusive social protection systems, with special emphasis on their financing. The eight priority countries are Angola, Burkina Faso, Cambodia, Ethiopia, Paraguay, Nepal, Senegal and Uganda. Under Approach 2, implemented by the ILO, additional 15–20 countries, selected through calls for concept notes receive on-demand shorter term technical advisory services to address specific and imminent issues. A first call for concept notes was launched in April 2020 with a thematic focus on COVID-19 and the 10 following countries were selected based on the their fulfilment of the technical criteria included in the terms of reference of the call and the strong fit with the EU budget support programmes, to receive support in their efforts to respond to the COVID-19 crisis through social protection measures: Bangladesh, Cabo Verde, Côte d'Ivoire, Ecuador, Malawi, Myanmar, Nigeria, Peru, Sri Lanka, and Togo. In addition, the global component supports the coordination and management tasks and facilitation of cross-country knowledge development and sharing and provides technical expertise for both approaches 1 and 2.

► 3. Budget/Planning information

Project budget in EUR:	22,900,000		
Project duration in months:	44	Planned	Actual
Project start date:		October 2019	October 2019
Project end date:		May 2023	May 2023

► 4. Summary outputs

See annex 1.

4.1. Outputs: Overall delivery assessment⁵

<input type="checkbox"/>	Highly satisfactory Implementation of almost all (>80%) outputs is on schedule as envisaged in the implementation plan and almost all (>80%) indicator milestones have been met.	<input checked="" type="checkbox"/>	Satisfactory Implementation of the majority (60–80%) of outputs is on schedule as envisaged in the implementation plan and the majority (60–80%) of indicator milestones have been met.
<input type="checkbox"/>	Unsatisfactory Some (40–60%) outputs are being implemented on schedule as envisaged in the implementation plan and/or only some (40–60%) indicator milestones have been met.	<input type="checkbox"/>	Very unsatisfactory Few (<40%) outputs are being implemented on schedule as envisaged in the implementation plan and/or only a few (<40%) indicator milestones have been met.

► 5. Summary outcomes

See annex 2.

5.1. Outcomes: Achievement of the programme outcomes⁶

<input checked="" type="checkbox"/>	Highly probable Almost all (>80%) reporting period milestones have been met. Based on the indicators and risk assessment, it is highly probable all outcomes will be achieved by the end of the project.	<input type="checkbox"/>	Probable The majority (60–80%) of reporting period milestones have been met. Based on the indicators and risk assessment, it is probable the majority of outcomes will be achieved.
<input type="checkbox"/>	Low probability Some (40–60%) reporting period milestones have been. Progress is being made on the outcomes but based on the indicators and risk assessment only some outcomes will be achieved.	<input type="checkbox"/>	Improbable Few (<40%) reporting period milestones have been met. Limited progress is being made on the outcomes and based on the indicators and risk assessment only a few outcomes will be achieved.

⁵ This is a self-assessment.

⁶ Idem.

► 6. Narrative report: Managing for results

Management arrangements and set-ups

The global team is composed of a full-time Chief Technical Advisor, a part-time Public Finance Expert, a part-time Social Protection Policy Expert, supported by an administrative and financial assistant at the ILO, and a Programme Coordinator and a Public Finance for Children Specialist on UNICEF. A pool of part-time experts (Public Finance, Actuarial, Legal, Management Information Systems, Cash Transfers Experts) to support Approaches 1 and 2, under the Global Technical Support Facility and the sub-regional Social Protection Specialists of the ILO, as well as UNICEF global and regional experts on social protection, shock responsive social protection, gender responsive social protection, disability inclusive social protection and partnership management are also providing on demand support to the programme.

By December 2020, most country teams were also in place, with the exceptions of three countries of Approach 2 that finalized the recruitment in January 2021. The SP&PFM Programme's Steering Committee met six times in 2020, in addition to a face-to-face meeting during the inception workshop in December 2019. The inception workshop as well as frequent virtual meetings with the country teams (both jointly and bilaterally) and exchanges via e-mails served to ensure a common understanding of the Programme, clear communication of expectations regarding project implementation, coordination among implementing partners, monitoring, communication and visibility and reporting. The agreements with the GCSPF as well as between the GCSPF and its members to formally affiliate them to the Programme, the approval and finalization of all 20 project documents (including 18 country project documents, budget, logframe and workplan) and the approval of the inception report marked the first milestone of the Programme in 2020.

Country Projects' coordination and implementation structures

A coordination and consultation mechanism between the implementing partners and government counterparts for the smooth and effective implementation of the country projects has been established in the 18 countries. In some countries, those structures have brought closer interaction and coordination between the Ministries of Labour and Social Affairs and Ministries of Finance (e.g. Ecuador, Cambodia, Paraguay, Angola), and enabled a revitalization of a coordinated dialogue among development partners and the government (e.g. Ethiopia). All Approach 1 countries have set up mechanisms for exchanging with key national partners, including social partners and civil society organizations, as well as development partners on the project at country level, either through specific project steering committees or advisory groups or by integrating periodic discussions on the Projects in existing social protection coordination groups or platforms which are already supported or chaired by UNICEF and the ILO. Similar structures to support specifically the implementation of the project were also created or reinforced in Approach 2 countries (e.g. Bangladesh, Ecuador, Nigeria, and Peru). The GCSPF has set up bi-monthly coordination and exchange meetings between the GCSPF country project coordinators of Cambodia, Nepal, Senegal and Uganda. The SP&PFM country projects are also closely coordinating their interventions with other ILO, UNICEF and GCSPF's projects being currently implemented in the countries, including through cost-sharing of staff and activities, in particular the EU or EU member States funded projects (e.g. Angola, Burkina Faso, Bangladesh, Cabo Verde, Cambodia, Senegal, among others) or UN SDG projects (e.g. Cambodia, Nigeria, Paraguay among others).

Communication and visibility strategy

The Programme management unit prepared a communication and visibility package for communication and visibility activities and to guide countries in establishing a coherent visual identity for the Programme. The package included the communication and visibility strategy with key messages, guidance on the graphic and visual identity, the programme website (www.socialprotection-pfm.org), a video introducing the programme, power point and Word document templates as well as a guidance and templates for social media postings. A milestone of the communication and visibility achievement in 2020 was the organization of the global launch of the

programme on 1 December 2020. Highly visible launches were also organized in Nepal in 2020, and in Angola and Ethiopia in early 2021.

Global research

The Programme launched a research project on multiplier effects of social protection expenditures on the level of economic activity in nine countries, commissioned to the Fundação Instituto de Pesquisas Econômicas (FIPE) of Brazil. Data have been collected and are being now analysed and processed in five (Mexico, Pakistan, Viet Nam, Paraguay, Ecuador), of the nine countries participating in the study. In 2021, the Advisory Board will guide the identification of further research areas related to the impact of social protection on macroeconomic policies or impact of macroeconomic and fiscal policies on social protection.

Technical support to countries

The Programme management unit, together with experts at UNICEF and the ILO Headquarters, including through the Global technical support facility based at the ILO Headquarters, as well as ILO sub-regional Social Protection Specialists, and UNICEF social protection and public finance management thematic experts at headquarters and regional levels, including regional social policy teams provided advisory services and technical support to the countries of the programme, notably on questions related to social protection financing and PFM, extension to informal economy, management information and delivery systems, gender-sensitive and disability-inclusive social protection or social protection legislation, and on-demand technical support for the country projects' design, management and reporting.

Strengthened focus on public finance management

The Programme strong focus on PFM is built on the implementing partners' ongoing work on social protection and public finance all around the world, including the global agenda on Public Finance for Children. Overall, and in addition to concrete progress on strengthening social protection and PFM in the Programme's countries, the Programme is already contributing to a change in the perspective of development partners working on social protection with regards to their recognition of public finance management and sustainable financing as an important element in their work on extending social protection.

Support to the national COVID-19 responses

The Programme was designed before the COVID-19 crisis. However, at the onset of the COVID-19 crisis, the implementing partners and country teams were able to quickly adapt and provide effective response to the COVID-19 response. In the eight partner countries of Approach 1, the Project teams were intensively engaged with the governments and development partners, and the social partners and civil society, in shaping and supporting the COVID-19 responses. Synergies have been sought in leveraging existing systems and coordination mechanisms, such as extending cash transfer programmes (e.g. Cambodia, Uganda, Nepal), expanding social registry (e.g. Senegal, Cambodia), designing strategies to extend coverage to workers in the informal economy (e.g. Burkina Faso, Senegal), adapting delivery mechanisms to respect physical distancing rules (e.g. Nepal, Uganda). In Uganda, the project team undertook a cost simulation of different scenarios to extend cash transfers to those impacted by the COVID-19 crisis, including the response supported by the IMF and the World Bank. In addition, the Programme swiftly organized the first call for proposals of Approach 2 to support countries to:

- o improve delivery mechanisms for expanding existing cash transfer programmes (Cabo Verde, Nigeria);
- o explore avenues for consolidating fiscal space and sustainable financing for social protection (Malawi);
- o test the feasibility of the design of income support schemes for workers affected by the economic slowdown, including unemployment protection schemes (Bangladesh, Ecuador, Myanmar, Peru, Sri Lanka); and

- o adopt strategies for extending coverage to workers in the informal economy in a sustainable manner (Côte d'Ivoire, Togo).

6.1. Progress summary at country level

Angola

Social protection in Angola remains very fragmented with low coverage, weak regulatory and policy framework, and lack of coordination between the institutions responsible for social protection. These bottlenecks led to low progresses towards the poverty related targets of the National Development Plan (2018–2022).

Due to the drop in crude oil-prices, government revenue has dropped leading to a contraction in social sectors budgets. The introduction of macro-economic reforms, spearheaded by a US\$ 3.7 billion loan from the IMF since 2017, focused on the removal of some government subsidies, private-sector led economic diversification and the correction of imbalances in the public finance architecture, together with a key recommendation to strengthen Angola's social protection mechanisms. The present project builds on the broader EU support to the development of the social protection system (APROSOC programme), implemented by UNICEF since 2014.

Since its start, the Project brought together the Ministry of Finance, Ministry of Social Action, Family and Women and the Ministry of Public Administration, Labour and Social Security to work on the four key areas for support through this Project: development of a social protection framework, implementation of a performance-based budgeting model in social protection institutions, coordination of the social protection system, and capacity building of public institutions to improve budgeting and delivery of social protection services. In 2020, the Project provided technical inputs to the revision and adoption of the National Policy for Social Action; which focuses on the non-contributory side of social protection. While the final document reflects the Project's recommendations and the international standards related to social protection, in 2021–22 the Project will engage with the government to raise awareness on the need to closely articulate the contributory and non-contributory components of social protection. The Project will continue engaging in the preparation of the implementation plan of the National Policy for Social Action, which will include a broader dialogue on concrete policy options. Due to the Project's support, the Minister of Labour and Social Security attended a regional conference on the COVID-19 response to discuss potential response options that can help mitigate the impact of the crisis on poverty. The project also supported the drafting of a briefing note on the policy considerations for the social protection response to the COVID-19 crisis in Angola. The Project organized a series of five high level webinars with the Ministry of Finance entitled "Simplifying the Budget" with participation of estimated 7,541 persons, as part of the overall efforts to increase budget transparency and literacy for improved accountability.

Burkina Faso

In 2012, Burkina Faso adopted its first National Social Protection Policy (PNPS 2013–2022) with the objective of improving people's well-being. The PNPS reflects the government's commitment, at the highest level, to provide adequate responses to precariousness, social exclusion and the difficult living conditions of vulnerable persons. The PNPS is not yet reaching the expected results, therefore, the Project intends to support its effective implementation and forthcoming revision, including its two flagship programmes that are the social safety nets, notably its delivery mechanisms through the communal services, and the universal health care coverage, in particular the extension among workers of the informal economy. The first year of implementation mainly focused on supporting the review of the overall social protection framework, under which falls the evaluation of the PNPS' implementation and impact. Notably, the Project supported four studies to accompany the national dialogue for the development of the new National Social Protection Policy: monitoring and evaluation framework of social protection; evidence gathering for the preparation of a social protection financing strategy; preliminary discussion paper for the introduction of an unemployment insurance scheme; ex ante impact assessment on the implementation of cash transfer programmes. The Project was further able to support the independent evaluation of the National Social Protection Policy as part of the process of designing a new Social Protection Policy. In addition, the project started a review of the overall social protection framework, using the ISPA tools. Furthermore, the Project supported the establishment of

an inter-trade unions committee on social protection with the objectives of developing a pool of expertise and ensure effective and informed participation of trade unions in national forums on issues related to social protection, particularly concerning universal health insurance. Similar discussions were also engaged with representatives of the employers, and will be reinforced in 2021 notably concerning their involvement in the deployment of the universal health care. Finally, the Project contributed to the mobilization of a new project aimed at extending universal social health protection in Burkina Faso, funded by the Government of Belgium.

Cambodia

The government adopted the National Social Protection Policy Framework (NSPPF) 2016–2025, chaired by the Deputy Prime Minister and Ministry of Economy and Finance, building on two main pillars: social insurance and social assistance. Despite a public finance management reform that resulted in the increase in domestic resources mobilization (from 15.3 per cent in 2013 to 22.3 per cent in 2018), budget allocation to social protection remains low at 0.3 per cent of GDP (OECD), being one of the reasons for low coverage, in particular of the social assistance programmes. Accelerating the building of the social assistance system and the extension of social insurance coverage is part of the government's strategy to increase social protection coverage. There is also a need to reinforce the overall monitoring and evaluation system of the National Social Protection Policy Framework.

In 2020, the Project conducted a social budget training with Government officials, in collaboration with the Asian Development Bank (ADB). The successful training led to the Government's amplified request for support to improve the budgeting planning and M&E, in line with the PFM reforms; to deploy a training of trainers programme to reach more officials across several ministries; and to develop a modelling tool in order to bring more evidence needed for expanding social protection. The Project supported the development of a results-based budget framework of the social assistance programmes which was used to prepare the 2021 budgets at provincial level. The Project also contributed to the strengthening and institutionalization of the M&E framework of social protection, including disability-sensitive indicators. Furthermore, the Project provided technical assistance to the design of the Family Package of integrated social assistance programmes, through an extended consultation process and technical assistance. The national disability identification mechanism was designed and rolled-out. With the Project's support, the civil society network provided comments to the draft Social Protection Law. Finally, the Project contributed to increase synergies between the implementing partners, by advocating for a complimentary technical cooperation intervention for strengthening the social protection system in Cambodia, funded by the EU Delegation and co-implemented by the ILO and UNICEF.

Ethiopia

In 2019, Ethiopia embarked on a three-year Home-Grown Economic Reform Programme⁷ in line with the country's aim to become a lower middle income country by 2025. The World Bank and the IMF are providing financial assistance to support the economic reforms. The adoption of the National Social Protection Policy in 2014 placed the development of an effective, efficient and sustainable social protection system as a major priority to achieve poverty reduction and inclusive growth. With this backdrop, the Project aims at providing options for social protection financing, identifying strategies for extending coverage to workers in the informal economy, including through support to the development of the wage policy, and strengthening capacity of the government to effectively coordinate and monitor the social protection system.

In 2020, Ethiopia like others was affected by the COVID-19 crisis, emphasizing the need to improve the social protection system and expand coverage, especially for the poor and vulnerable and workers of the informal economy. The Project conducted a vulnerability assessment and a socio-economic impact analysis of the COVID-19 pandemic in Ethiopia to guide the Government's response. In particular, the COVID-19 pandemic highlighted the need to accelerate efforts to strengthen the social

⁷ The IMF supported \$3 billion program is aimed at supporting the Ethiopian government's own Homegrown Economic Reform Program, which is designed to eliminate macroeconomic imbalances and lay the foundation for sustainable and inclusive growth. As part of its objectives, the programme seeks increase expenditures on the rural and urban poor to ensure that sufficient resources are dedicated to support the Productive Safety Net Programme.

protection system and its sustainability. The Project supported the government to levy the Urban Productive Safety Net Programme as a response to the COVID-19 pandemic. In relation to the cross-cutting issues covered by the Action, the Project's staff has provided technical support to the new designs of the Rural and Urban Productive Safety Net Programme to improve gender equality in social protection. The Project will launch a study on options for financing social protection; the terms of reference are agreed, and consultants recruited. Moreover, the Project has been well positioned to take advantage of key partnerships and strategic alliances including with the Ministry of Finance, the World Bank and the IMF. The actuarial valuation of the Public Servants' Social Security Agency (PSSSA), Private Organizations' Employees Social Security Agency (POESSA), as part of the efforts to strengthen public finance management and explore strategies for extending coverage to workers in the informal economy, was also initiated. With support from the Project, POESSA implemented an awareness raising campaign to boost participation to the social insurance scheme and improve health and safety at work in the context of the COVID-19 pandemic. The government's capacity to monitor social protection was strengthened, with the hiring of a Monitoring and Evaluation (M&E) Specialist and a Management Information System Specialist, to provide technical assistance for strengthening the social protection M&E and data management system of the Ministry of Labour and Social Affairs. In addition, a social protection monitoring instrument has been developed for Ministry of Labour and Social Affairs using the Social Security Inquiry as a tool to monitor social protection coverage and expenditures statistics. In addition, technical assistance was provided to Ministry of Labour and Social Affairs in using a mobile-based monitoring application to track COVID-19 top-up cash transfers for Urban Productive Safety Net Programme beneficiaries. Ministry of Labour and Social Affairs was also capacitated to prepare a Permanent Direct Support Case Management Guideline and Checklist to support ongoing programmatic monitoring processes for the Rural and Urban Productive Safety Net Programmes. At the request of the EU Delegation, the Project conducted a social protection policy eligibility assessment in view of the development of a potential EU Sector Reform Performance Contract (SRPC) (Budget support programme). Finally, the Project facilitated the establishment of a Federal Social Protection Platform composed of the government and development partners to better coordinate social protection interventions, and enhance policy dialog with its first meeting in October 2020.

Nepal

Nepal has included the fundamental right to social security, food, health care, employment as well as rights of vulnerable population groups such as women, children, people living with disability and elders in its 2015 Constitution. Despite 3.6 per cent of the GDP on social protection, the coverage (about 47 per cent)⁸ remains below the government targets (60 per cent by 2024). Social assistance is fragmented, with many eligible populations not receiving entitled benefits. A mandatory health insurance scheme was introduced in 2016, but effective coverage is low (6 per cent in 2017)⁹ and financial viability still weak. The Social Security Act enacted 2017 provides an opportunity to extend coverage of the National Social Security Fund, however yet with strategies to be developed to reach workers of the informal economy workers. To address these different issues, through a consultative process with technical support from the Project, the National Planning Commission prepared a draft National Integrated Social Protection Framework and submitted it to Cabinet for approval. The Project assessed the social protection responses to COVID-19 pandemic with recommendations to strengthen social protection programmes in order to support economic and social recovery. Trade unions and civil society organizations raised awareness of about 60,000 people on the importance of social protection and participation to the Social Security Fund, and drafted a joint declaration requesting the National Planning Commission to plan, prioritize and allocate more budget on social protection. In 2021, the Project will support a communication and outreach efforts of the Social Security Fund to reach out more workers and employers. The Project created linkages with the EU-UNICEF public finance facility in South and South-East Asia which prepared a brief on scaling up the social protection system and financing options as part of the response to the COVID-19 crisis and need for improved shock-responsiveness. This social protection brief will feed in the World Bank led

⁸ According to the Multiple Indicators Cluster Survey (2019), 47 per cent of the population is covered by at least one type of social protection in 2017.

⁹ Multiple Indicators Cluster Survey, 2019 (data collected in 2017).

public expenditure review. The review of the management system of the National Social Security Fund is also currently taking place with support of the Project.

Paraguay

In 2020, the government began the implementation of the *Social Protection System ¡Vamos!* aimed at improving coordination, coverage and efficiency of the social protection programmes. During the same year, the government also started implementing the results-based budgeting (RBB), including of the social protection programmes, in the context of improving its PFM. The country called for external support to build the institutional capacities required for the successful implementation of both *Social Protection System ¡Vamos!*, including at local level, and the results-based budgeting, as well as to ensure public awareness and appropriation of the *Social Protection System ¡Vamos!* and its benefits and services.

The Project supports and complements the implementation of the EU Budget Support Programme. During the first year, the Project facilitated the set-up of a Technical Coordination Committee (TCC) gathering representatives of the Ministry of Finance and the Technical Unit of the Social Cabinet; closer coordination between the two ministries on issues related to social protection is already visible. Both ministries provided inputs to the terms of reference of the diagnostic of the Social Protection System's budget efficiency and fiscal space to finance its expansion as well as on social protection communication strategy; it further supported the analysis of the political economy of the fiscal space expansion for social protection, among others. The Project contributed to build capacity of government's officials on public finance for social protection; such training laid the ground for a regional course on public finance, coordinated by the ILO and UNICEF and jointly organized with the International Training Center of the ILO (ITC-ILO), and the development of a course on life-cycle approach social protection systems and public finance management designed in partnership with the University of Chile and planned to be implemented in jointly with a local tertiary education institution in Asunción.

Senegal

Despite the numerous initiatives taken by the government, including the adoption of a National Social Protection Strategy in 2016, the launch of large programmes such as the National Programme of Family Income Security, Universal Health Care, as well as the technical work for the design of an adapted scheme for workers in the informal economy, there is still need to improve the social protection institutional framework and the design and implementation of key social protection schemes as well as reducing fragmentation of social protection programmes. Several gaps and features, that were highlighted even more by the COVID-19 crisis, hamper such progress, including the weak institutional and legal frameworks for the non-contributory programmes, low level of coverage notably among workers in the informal economy, low level and lack of efficiency of social protection and health resources, the weak gender-responsiveness and disability-inclusiveness of social protection schemes, the absence of a graduation strategy for the main cash transfer programme and the lack of effective coordination mechanisms in the sector.

The Project supported the update of the database of the national single registry and is leading a formative evaluation of the use of the National Unified Registry in the social protection response to the COVID-19 crisis which will help draw lessons to support the preparedness of the system for future crises. In addition, the project launched a major activity meant to assess the gender and disability inclusiveness of national social protection systems. Other actions mainly contributed to building government's capacity on issues related to improving the implementation of the national social protection strategy, monitoring of public expenditures, fiscal space analysis and impact of social protection investments, as well as civil society organizations and trade unions' knowledge on budget planning and monitoring. The Project organized a high-level Conference on social protection and its financing in November 2020, as a follow-up of the review of the social protection system conducted in 2019–20, using the SPPOT methodology. The support provided to the General Delegation for Social Protection and National Solidarity (*Délégation générale à la protection social et à la solidarité nationale*) will also help improve the social protection communication strategy and improve visibility of national social protection activities.

Uganda

Social protection in Uganda is still nascent, with only 2.9 per cent of the population covered by at least one social protection benefit, public social protection expenditures being less than one percent of GDP, and the National Social Protection Policy being adopted recently (in 2015). The project aims to strengthen the social protection system and advocate for more comprehensive coverage through stakeholder coordination, evidence generation, and a focus on vulnerable groups, including children and informal workers. In 2020, the Project developed and disseminated micro-simulations of different social protection options to guide government and development partners in discussing the COVID-19 response, notably used by the IMF, the World Bank and WFP. The Project also supported data collection and evidence generation for policymakers, including a deep dive on the unique challenges faced by adolescent girls in urban areas, with vulnerabilities further exacerbated by the COVID-19 pandemic and mitigation responses. Finally, the Project supported two government-led high-level events, which included the Public Dialogue on Programme-Based Budgeting, with a focus on the Human Capital Development programme in the National Development Plan III, as well as the Research Symposium on Urban Social Protection to disseminate evidence generated through Project. Importantly, the country team successfully generated discussions with government, development partners, and civil society around the importance of public finance management for social protection in Uganda. In 2020, to guide the government's COVID-19 response, it prepared a micro-simulation of different social protection options. The Project supported the roll out of the urban social protection programme for adolescent girls in Kampala city and the Senior Citizens' Grant. A Dialogue on Programme-Based Budgeting, with a focus on the Human Capital Development programme in the National Development Plan III took place in December 2020. More importantly, the country team achieved to position the Project as a key lever for discussions around the importance of public finance management for social protection in Uganda.

For countries of the **Approach 2**, following an inception period to develop the project documents from June to October 2020, the Projects started implementing activities in October 2020. Therefore the period October to December 2020 involved mainly consultations with stakeholders to kick-start the Projects' activities, as well as progressing in the preparation of terms of reference for analytical work and technical assistance interventions, selection and recruitment of consultants. More details are provided in each country report of the Approach 2.

(i) Improved gender equality in social protection coverage

In accordance with the EU Gender Action Plan II, the Sustainable Development Agenda, UNICEF gender Action Plan and approach to inclusive social protection and the ILO Recommendation on social protection floors, 2012 (No. 202), the Programme attaches a special attention to the principles of non-discrimination, gender equality, responsiveness to special needs, and general respect for the rights and dignity of all people and social inclusion. This is translated through support to countries to ensure that the design and implementation modalities of the social protection system and programmes guarantee equal access between women and men.

In this sense, specific interventions were designed or deployed in a number of countries (Cambodia, Cabo Verde, Ethiopia, Nepal, and Uganda) to bring about innovative forms of social protection coverage for vulnerable girls and women, especially in rural areas, and women in the informal economy. Few countries have included a gender-sensitive and disability-inclusive lens to their social protection policies and systems (e.g. Angola, Nepal) and countries like Senegal are now launching a gender-sensitive social protection review. Following the COVID-19 crisis, the Programme is also paying particular attention to the gender impact of possible budget shortfalls for social protection.

In addition, the evaluability assessment exercise brought to light the critical lack of gender-disaggregated data to monitor and evaluate social protection coverage and social protection public expenditures. Only three out of the 18 countries of the Programme inform sex-disaggregated SDG 1.3.1. The Programme will work in 2021 to improve availability of sex-disaggregated social protection data.

Angola: The National Policy for Social Action gives priority to increasing coverage, in particular through a gender lens.

Bangladesh: The wage subsidy programme targets the garment sector, which is predominantly occupied by female workers.

Cambodia: The Project developed the M&E framework of the cash transfer programme for pregnant women and children 0–2 years old. The Civil Society Organizations-Trade Union Network's crisis impact assessment paper and the review of the draft Law on Social Protection included a gender analysis and concrete proposals to improve the gender responsiveness of social protection.

Ethiopia: The COVID-19 response triggered the inclusion of shock-responsive element in the urban productive safety net programme. The Project in collaboration with the Ministry of Labour and Social Affairs and the Urban Job Creation and Food Security Agency has adapted the Urban Productive Safety Net Programme to support the triggering of its first shock responsive mechanism aimed at supporting the COVID-19 response. In addition, the Project created linkages with a BMZ funded project to deploy a wage subsidy COVID-19 response for workers in the garment industry. A feasibility study is taking place to institutionalize the programme, exploring different options, including an unemployment insurance scheme.

Nepal: The Project prepared an advocacy brief on "COVID and Beyond" recommending expansion of the child grant and universalization of the social health insurance. Furthermore, the Project initiated a study with Development Pathways on "Social Protection Responses to COVID-19 for Policy Influencing in Nepal" that provides strategic recommendations on shock responsive social protection using rigorous econometric modelling and simulations. In December 2020, the Social Protection Civil Society Network, jointly with DPNepal, organized a virtual webinar on '*Exploring the Potentialities of Shock Responsive Social Protection in Nepal*' which was attended by prominent personalities from government, non-government sectors and bilateral agencies.

Senegal: Learning from the COVID-19 response, with the Project's support, the government launched a review of the relevance, effectiveness and sustainability of the National Unified Registry. This review will also ensure that the social protection system is better prepared to respond to future shocks. The project will further support the strengthening of the unified single registry and ensure it adequately covers the poor and vulnerable, including workers in the informal economy and their families.

Uganda: During the 2019 Social Protection Sub-Sector Review, shock-responsive social protection was discussed but not identified as a priority for Uganda. However, the COVID-19 pandemic has raised significant interest to better include shock-responsive programming into the social protection strategy. The government developed shock-responsive messages that were included in a publicly broadcast National Dialogue on Social Protection in November 2020, facilitated by the Project. This national dialogue provided an opportunity to the government to acknowledge the importance of social protection and its potential to support the response to shocks.

All 10 countries of **Approach 2** have included in their Projects the analysis and feasibility assessment of the institutionalization of the COVID-19 responses into more robust, comprehensive and sustainable social protection systems. This is the case for Bangladesh, Ecuador, Peru, and Sri Lanka, exploring the design or extension of unemployment protection measures; Côte d'Ivoire, Malawi, Togo, testing the parameters for the extension of social insurance for better preparing to future crisis, including through actuarial assessments; Cabo Verde and Nigeria, strengthening the shock-responsiveness of their national registry.

(ii) Improved disability-inclusiveness of the social protection system

The Programme is guided by the UN Convention on the Rights of Persons with Disabilities (CRPD). The Programme is coordinating and exchanging information with the ILO-UNICEF Project "Towards inclusive social protection systems to advance the rights of persons with disabilities" (hereafter ISP Project) and "UN joint programme to support countries design and implement disability inclusive response and recovery planning for COVID-19" both funded by the UN Partnership on the Rights of Persons with Disabilities (UNPRPD). More specifically, the UNPRPD and the Programme coordinate closely on supporting countries to build disability-inclusive social protection systems with the programme, drawing on UNPRPD expertise to inform its operations related to disability. For example, the ISP Project supports the Project's work in Senegal aimed at improving the government's programme "Equal opportunity card" (*Carte d'égalité des chances*).

Cambodia: The Project directly supported the roll-out of a very innovative digitalised disability identification and assessment process at local level. This approach increases both accessibility and reliability while also avoiding having medical certificate as entry point which is known to be a barrier

for many persons with disabilities to access to social protection. This also contribute to CRPD compliance of the disability assessment and certification mechanisms. This work is being capitalized on to feed into UNICEF similar efforts in other countries. This roll out is supporting the expansion of the disability allowance coverage as well as access of people with disability to social care and employment opportunities through linkages between the universal disability identification programme, expansion of poverty-targeted social assistance and the current social care and employment programmes. The Project is also contributing to the redrafting the national social protection M&E framework to include M&E of the disability allowance and disability identification.

Ethiopia: The Federation of Ethiopian Association of Persons with Disabilities is a member of the Reference Group guiding the implementation of the Project. The Project supported the Federation of Ethiopian Association of Persons with Disabilities to organize a seminar on promoting disability-inclusive services (social protection, technical vocational and education training, and employment). The Project provides continuous technical support to the government to improve inclusion of Permanent Direct Support beneficiaries, among them people with disability, into the rural and urban productive social safety nets, and strengthen linkages with other social services. The Project also created linkages with the Norway-funded Skill-Up Project on disability inclusion.

Nepal: In the same reform that was excluding single women, the government had decided to remove people with severe disability (category B, category A being complete disability). The Project supported advocacy efforts to resume the social security allowance for people with severe disability. In addition, the ongoing review of the social security allowance programme, including accountability mechanisms, especially of child grant and disability allowance, with a view to improve registration and disability screening, enhance grievance mechanism, and address exclusion error. The social budget brief has included a special focus on the better coverage of children living with functional limitations. The Project provided support to ensure that the Education Budget brief includes evidence and tools to inform policymakers for the improvement of the sector budgetary allocations for children with partial disability. Another important milestone is the support for the mainstreaming of disability in the National Integrated Social Protection Framework.

Senegal: The Project prepared terms of reference for the technical study aimed at improving the coverage, benefits and delivery of the government's social protection flagship programme for people with disability (*Carte d'égalité des chances*). It also launched a gender and disability sensitive review of the social protection system (see above). The project ensured the participation of CSOs, including the Senegalese Federation of associations of people living with disabilities (representing 26 associations) and the National Council of the Elderly to all training, exchanges and committees set up under this Project to account for their preoccupations and needs.

(iii) Improved shock-responsiveness of the social protection system

The COVID-19 pandemic has emphasised the critical role of social protection in responding to covariate shocks. At the same time it has served as a stress test on existing national social protection systems, highlighting their lack of universality and comprehensiveness. In responding to crisis situation, the countries should develop, restore or enhance comprehensive social protection systems, taking into account national legislation and international agreements. In order to prevent crises, enable recovery and build resilience, countries should establish, re-establish or maintain social protection floors, as well as seek to close the gaps in their coverage.¹⁰ The first step of the development of shock-responsive social protection system is to work towards achieving universal and comprehensive coverage. The COVID-19 pandemic highlighted the need to invest in strengthening the shock-responsiveness of social protection systems as a way to ensure that no one is left behind. This entails risk informing social protection systems to enhance their coverage and inclusiveness; ensuring allocation of adequate resources and their timely execution; along with other preparedness measures that can collectively support a comprehensive, timely and inclusive crisis response. The programme will support the strengthening of national social protection systems to prevent shocks from transforming into crises, and to prepare systems in advance for crisis response while supporting populations in times of crises, including those resulting from conflict and climate change. In all

¹⁰ ILO Employment and Decent Work for Peace and Resilience Recommendation, 2017 (No. 205); https://www.ilo.org/secsoc/information-resources/publications-and-tools/Brochures/WCMS_744612/lang--en/index.htm.

18 countries, experiences learnt from the COVID-19 responses will strengthen the shock-responsiveness of the social protection systems. Preliminary results and changes in improving shock responsiveness of social protection systems are already visible in the following countries:

- **Angola:** The COVID-19 pandemic generated an unprecedented situation that influenced the final draft of the National Policy for Social Action, putting greater emphasis on the shock-responsiveness and disaster risk management of the social protection system.
- **Cambodia:** The Project is supporting the inclusion of shock-responsive social protection in the existing non-contributory Family Package of integrated programmes, learning from the responses to the COVID-19 pandemic. In addition, through engagement with the CSO network, the project increased knowledge sharing on the impact of COVID-19 and enhanced advocacy among stakeholders on the importance of shock-responsive social protection.
- **Ethiopia:** The COVID-19 response triggered the inclusion of shock-responsive element in the urban productive safety net programme. The Project also supported the inclusion of the first shock responsive mechanism of the urban productive safety net programme. In addition, the Project provided support to the BMZ funded project to deploy a wage subsidy COVID-19 response for workers in the garment industry. A feasibility study is taking place to institutionalize the programme, exploring different options, including unemployment insurance scheme.
- **Nepal:** The Project prepared an advocacy brief on "COVID and Beyond" recommending expansion of the child grant and universalization of the social health insurance. Furthermore, the Project initiated a study with Development Pathways on "Social Protection Responses to COVID-19 for Policy Influencing in Nepal" that provides strategic recommendations on shock responsive social protection using rigorous econometric modelling and simulations. In December 2020, the Social Protection Civil Society Network, jointly with DpNet-Nepal, organized a virtual webinar on '*Exploring the Potentialities of Shock Responsive Social Protection in Nepal*' which was attended by prominent personalities from government, non-government sectors and bilateral agencies in promoting shock-responsiveness in social protection.
- **Senegal:** Learning from the COVID-19 response, with the Project's support, the government is now assessing the potential of the national single registry to expand social protection coverage to workers in the informal economy and their families and to better prepare it to respond to future shock. The COVID-19 pandemic also served as a wake-up call for the government to accelerate the adoption and implementation of the adapted scheme for self-employed and workers in the informal economy, as part of the imminent adoption of the Social Security Code.
- **Uganda:** During the 2019 Social Protection Sub-Sector Review, shock-responsive social protection was discussed but not identified as a priority for Uganda. However, the COVID-19 pandemic has raised significant interest to better include shock-responsive programming into the social protection strategy. The government developed shock-responsive messages that were included in a publicly broadcast National Dialogue on Social Protection in November 2020, facilitated by the Project, where the government acknowledged the importance of social protection and its shock-responsiveness potential.

All 10 countries of Approach 2 have included in their Projects the analysis and feasibility assessment of the institutionalization of the COVID-19 responses into more robust, comprehensive and sustainable social protection systems. This is the case for Bangladesh, Ecuador, Peru, and Sri Lanka, exploring the design or extension of unemployment protection measures; Côte d'Ivoire, Malawi, Togo, testing the parameters for the extension of social insurance for better preparing to future crisis, including through actuarial assessments; Cabo Verde and Nigeria, strengthening the shock-responsiveness of their national registry.

(iv) Improved social protection coverage for informal economy workers

Informal economy workers face decent work deficits, and particularly, lack social protection. The COVID-19 crisis highlighted again their high vulnerability. Aligned with the right-based approach to social protection, the SP&PFM Programme supports countries in extending coverage to workers in the informal economy, through adapted social insurance and non-contributory schemes, often through a combination of both. Formalization of workers, including through greater access to social insurance,

is also at the core of the strategy for increasing social protection financing through social contributions as well as through a broadened tax base.

Angola: The new EU budget support to Angola included the number of informal economy workers covered by social security as one of its indicators. The project is already in discussion with the government, the ILO tripartite Commission and the National Social Security Fund concerning possible strategies for the extension of social security to workers in the informal economy. The Project, in collaboration with the ILO Project “Strengthening social protection systems in the PALOP countries and Timor Leste” funded by the Government of Portugal (hereafter ILO-ACTION/Portugal Project), completed the translation and adaptation of the 2019 Guidebook on “extending social security to workers in the informal economy”, which will serve as reference material to build capacity of national stakeholders in this field.

Burkina Faso: The project facilitated and provided technical guidance to a rapid assessment of the impact of COVID-19 pandemic on the informal sector in Burkina Faso, particularly in discussing social protection measures as part of the COVID-19 response. The evaluation highlighted the absence of pre-existing social protection mechanisms for informal sector households that could have supported income support measures for the most vulnerable workers impacted by the pandemic restriction measures. In this context, the study highlighted the important role of professional organisations and trade unions, some of which initiated cash and in-kind assistance measures for their members during the COVID-19 lockdown.

Cambodia: The Project ensured that the problematic of workers of the informal economy was adequately addressed in the COVID-19 crisis impact assessment paper and the draft Social Protection Law review. More concretely, the Project supported the design of registration procedures of the National Social Security Fund to register workers of the informal economy under the government funded Health Equity Fund.

Ethiopia: The Project supported the Private Organizations Employees' Social Security Agency in designing a media-based awareness raising on the importance of social protection and a COVID-19 related Occupational Safety and Health campaign among workers of the informal economy. The project developed the terms of reference for a technical feasibility study to test different options for extending social protection to workers of the informal economy, to start in March 2021.

Nepal: The Project finalized the conceptualization of the study to explore concrete measures for extending social protection to workers in the informal economy, which is starting now in 2021. In addition, the trade unions, supported by the GCSPF, are advocating for the government and policymakers to amend obstacle provisions in social security and labour laws. The government has confirmed its intention to amend the social security scheme's regulations and administrative procedures to include those working in informal sectors, self-employed and foreign migrant workers.

Paraguay: The review of the social protection system, that started in January 2021, using a Social Protection Policy Options Tool (SPPOT)/Assessment Based National Dialogue (ABND) methodology, will attach a great importance in identifying barriers to the extension of social protection to workers in the informal and rural economy in the analysis of the coverage gaps.

Senegal: The Project developed the terms of reference for a feasibility study for the extension of the national single registry to the new vulnerable groups affected by the COVID-19 crisis such as street children, old age or people with several disabilities and the informal and small business' workers. In 2020, the Project supported the Ministry of Labour in the exercise of drafting and adopting a new Social Security Code aimed at unifying the different social security legislations and bringing forward the regulation of the new social protection scheme for informal workers. In addition, several members of the GCSPF in Senegal advocated and implemented awareness raising activities on the importance of social protection among workers in the informal economy, in particular the universal social health insurance, e.g. through the national federation of Moto-Jakarta with more than 236.000 members across Senegal and the National Association of Street Vendors.

Uganda: The Project provided technical inputs to the design of social protection COVID-19 responses, in close collaboration with the World Bank. It led to the implementation by the government of a labour-

intensive public work programme (LIPW), funded by the ILO (through the PROSPECTS project¹¹) and the World Bank. Furthermore, the Project finalized the terms of reference of the diagnostic study on informal economy that aims to capture better the current situation of workers in the informal economy, eliminate barriers to the extension of coverage and formalization and identify policy options for the extension of coverage through consultative and participative processes.

With regards the 10 countries of Approach 2, extension of social protection to workers in the informal economy, who were particularly hit by the COVID-19 related crisis, is at the core of the Projects in **Côte d'Ivoire, Ecuador, Malawi, Nigeria, Peru, Sri Lanka and Togo**. The experiences of the seven countries in terms of exploring adapted design or delivery mechanisms to reach out those workers are shared to countries of Approach 1, through advisory services of the cross-country component and global component of Approach 2.

6.2. Evaluations, reviews and monitoring

The Programme management unit is now consolidating the global monitoring and evaluation framework of the Programme as part of the evaluability assessment that covers both Approaches 1 and 2. Among the gaps identified in the review of the indicators of the Programme's M&E framework is the lack of gender-disaggregated data on social protection coverage and expenditures, in particular with regards baseline data, in order to accurately monitoring progress in expanding gender-sensitive social protection. The indicator on proportion of persons with severe disabilities receiving social protection is available in 12 out of 18 countries (sub-indicator of SDG indicator 1.3.1). The results of the Programme are monitored through the on-line Results Monitoring Tools of the ILO's Flagship Programme on Building Social Protection Floors (<https://www.social-protection.org/gimi/MonitoringTool.action>); in December 2020, the ILO tool was capturing information on country Projects' results in the eighteen countries, although with difference across countries in terms of recent updates. It is planned that the information of the Results Management Tool automatically feeds the SP&PFM Programme website, technical arrangements are being made at this end. In addition, in 2020, the Programme management unit provided comments on the terms of reference of the mid-term evaluation, and is now managing the evaluability assessment. The preliminary results of the evaluability assessment will be shared mid-2021.

Burkina Faso: The project is currently conducting a review of the national social protection system, including data collection and institutional matrix using the Social Security Inquiry tool, Social Protection Policy Options Tool (SPPOT)/Assessment Based National Dialogue (ABND) methodology, and the mid-term review of the implementation of the National Social Protection Policy. Both exercises allow for greater availability of social protection data and statistics that also constitute the baseline information of the Project.

Angola: The monitoring of the Project is conducted as a joint exercise by the project team and the EU Delegation through regular meetings and communications. In addition, the ILO Commission in Angola including representatives from Ministry of Labour, Worker and Employers Organizations plays the role of advisor to the Project's implementation. In 2021, the Project will update the statistics and data provided through the Social Security Inquiry conducted in 2018–19, attaching greater importance on improving availability of sex-disaggregated and disability-sensitive data.

Ethiopia: Monitoring of the Project's involves the Reference Group composed of representatives of the government, social partners, Federation of Ethiopian Associations of Persons with Disabilities, the ILO, UNICEF, EU Delegation, World Bank, HelpAge International Ethiopia, Addis Ababa University, in addition to periodic consultations with the Project's Core Group (composed of the implementing partners). The completion of the Social Security Inquiry and the social protection policy eligibility assessment provided a comprehensive picture and complete statistical information that serve as the baseline information to monitor progress in extending social protection and also influence fiscal and policy reviews in favour of social protection. Finally, the project supported the social protection monitoring and evaluation capacities including a social protection monitoring instrument developed for the Ministry of Labour and Social Affairs, and technical assistance in using a mobile-based monitoring

¹¹ Partnership for improving prospects for forcibly displaced persons and host communities (PROSPECTS), co-implemented by the International Labour Organization (ILO), the UN Refugee Agency (UNHCR), the UN Children's Fund (UNICEF), the International Finance Corporation (IFC), and the World Bank, and funded by the Government of the Netherlands.

application to track COVID-19 top-up cash transfers for beneficiaries of the Urban Productive Safety Net Programme.

Cambodia: In addition to monthly meetings of the three implementing partners, a quarterly meeting of the Steering Committee, composed of General Secretariat of the National Social Protection Council, the Ministry of Social Affairs, Veterans and Youth, Ministry of Economy and the National Social Security Fund, GS-NSPC, as well as the ILO, UNICEF and Oxfam, monitors the Project's implementation and allows for all national partners to be at the same level of information and discuss challenges, in particular during the COVID-19 outbreak. The Project supported the Ministry of Social Affairs, Veterans and Youth Rehabilitation to develop an innovative M&E mechanism to also assess the impact of cash transfers on poverty and inequality. This mechanism was also used to monitor delivery of social assistance during the COVID-19 crisis. The progress against project objectives linked to social assistance cash transfers will be monitored and evaluated through the cash transfer M&E framework. In addition, the project is supporting the development of an integrated management information system for social assistance which will provide information on programme coverage.

Paraguay: A Technical Coordination Committee was created with designated representatives of each participating institution Technical Unit of the Social Cabinet, Ministry of Finance, the ILO, UNICEF and the EU Delegation, to follow up on the actions in the agreed work plan, review documents and advancements, identify delays and bottlenecks, and take decisions on necessary adjustments. The Project team maintains close communication with the social partners concerning each activity of the Project. A Social Security Inquiry will be conducted in 2021 to reinforce the availability of data and statistics on social protection.

Nepal: Information on Project's progress and challenges are collected through close collaboration with the government counterpart including at provincial level. The focal point of Social Protection Civil Society Network (member of the GCSPF) conducted a monitoring visit at Helambu, Sindhupalchowk in December 2020 to monitor the Project's activities.

Senegal: The Project's progress is monitored through the M&E framework included in the project documents, and is regularly reviewed by the steering committee, which is broader multi-stakeholders' group including social partners, and the technical working group of the Project (Ministry of Community Development and Social Protection, Ministry of Labour, Ministry of Finance, ILO, UNICEF, EU Delegation and WSM). A monitoring systems currently developed through a Project's supported initiative for the flagship cash transfer programme (*Programme national des bourses de sécurité familiale*) and its cash+ component (linked to essential family practices) will provide more accurate information on population coverage. In addition, the Social Security Inquiry completed early 2020 under another EU/ILO project still constitutes the most complete and updated statistics on social protection in the country.

Uganda: The research activities so far undertaken are designed to generate evidence and data to support policy processes but also to help in Project's evaluations, review and monitoring, including an update on indicators and targets. Progress and challenges in the Project's implementation are discussed during regular coordination meetings of the tripartite Steering Committee (EU, ILO, HelpAge International, Kampala Capital City Authority and Social Partners).

The 10 Projects under **Approach 2** have included a logframe with indicators in each project document that will be regularly monitored.

6.3. Main challenges, risks and corrective action

In 2020, the programme implementation at country level faced some risks and challenges following the outbreak of the global pandemic, restrictions on movement and face-to-face meetings, and ban on international travels. Such restrictions were announced in all eight countries around mid-March 2020/ early April 2020. While the country project documents were almost finalized at that point, consultative efforts with partners and the government to launch officially the country projects and start implementing the first activities were underway and had to be halted and transitioned to virtual platforms.

Data collection for the first technical analyses were not possible due to the closure of government's offices and suspension of face-to-face meetings. Restrictions on travels also changed the way high-

level specialized international expertise was provided in support to country projects. The ILO and UNICEF globally applied some restrictions on the recruitment and deployment of international staff outside headquarters. Such restrictive rules delayed the recruitment of the international project coordinators in Angola, Uganda/Ethiopia and Nepal and other programme staff. The UNICEF strong presence at regional and country levels, including at decentralized level played a critical role in launching the programme where staff recruitment was constrained. Therefore, the ILO and UNICEF regular staff already present at the sub-regional level and/or in these countries were able to ensure the kick-off of the country Projects, with support of the ILO and UNICEF headquarters enhancing synergies and complementarity between the implementing partners. By December 2020, recruitment of all international staff was completed and now all staff are posted in their respective countries. A technical support facility was established within ILO Social Protection Department in Head Quarters to provide on demand specialized assistance in several areas notably public finance, actuarial, delivery and culture/communication.

The COVID-19 pandemic may also have an indirect impact on the Project's implementation, which is at present more difficult to measure. Indeed, in countries with low levels of social protection coverage and expenditures, as it is the case in the 18 countries of the programme, the socio-economic implication of the COVID-19 crisis on fiscal policies are not yet fully appreciated. As the pandemic continues, despite the momentum on the need for strengthened social protection, the prolonged contraction of the economies and fiscal space might lead governments to revisit their position towards increased social protection spending in the mid-term. The several waves of the COVID-19 pandemic required adjustments in policy responses of governments and a huge flexibility from the Project teams to adjust their support based on governments' availability and priorities. The COVID-19 prolonged socio-economic impact, management of the crisis, and planned elections also led to some government's reshuffling in several countries (see details below).

Many of the projects in Approach 1 countries also experienced some initial delays with their PFM activities, given the interruption of in-person events and the difficulty in accessing key government financial stakeholders who were actively focused on the immediate COVID crisis response. By maintaining a focus on public finance as a priority and supporting governments' immediate financing priorities (for example through costing of COVID social protection responses or supporting fiscal space analysis), the programme has been able to advance the necessary partnerships with governments. Public finance engagement is now on track in most projects. Linking social protection interventions more closely with public finance management was less present in the 10 country projects of Approach 2 because of the focus of the Call for Proposals on the COVID-19 response. Also, this question requires longer-term interventions than only 12 months.

In addition to COVID-19 related difficulties in implementing activities mentioned above that were reported in all 18 countries of the Programme, country projects have also encountered specific challenges. The paragraphs below include descriptions on the eight countries under Approach 1 followed by countries supported through Approach 2.

Angola: The programme faced challenges in rolling-out planned activities in the COVID-19 context which in particular led to delays in staff recruitment and also shifted priorities toward immediate response to the crisis, especially through rolling out existing programmes, including the EU-funded Project "Strengthen and expand social assistance to the vulnerable population in Angola" (here after the APROSOC) implemented by UNICEF. The programme workplan will therefore be adjusted to ensure fast-tracked implementation in 2021.

Burkina Faso: The context of security crisis, climate disasters and, in 2020, economic shock linked to COVID-19, is now directing the interventions of national actors and external partners towards households in vulnerable situations, particularly displaced persons, and the poorest households, with an increase in cash and in-kind transfer programmes. Current national approach to social protection focuses on humanitarian responses and the fight against poverty, with less emphasis on the implementation of the universal social health insurance (RAMU) and the extension of social protection to the informal economy. Building a sustainable and robust social protection system remains yet essential to solid peace and prosperity in the country. In such a context, the Project's strategy may be adjusted by adopting a more pragmatic approach and by focusing interventions that will raise awareness on the importance of sustainable and robust social protection schemes and services, such as the RAMU and municipal social services (Outcome 2 outputs), and that will strengthen the capacity

of the social protection system to respond to shocks (Outcome 3 outputs). In addition, the Project faced challenges in its approval and official endorsement by the government. With the support of the ILO and UNICEF regional and headquarters teams, these challenges are now being overcome.

Cambodia: The global pandemic has disrupted travels and holding of large scale face to face meetings. Both implementing partners and national partners adjusted to the new normal of conducting meetings and activities through tele-conferencing facilities, with participation of international experts. This allowed the key activities and trainings to resume towards the end of 2020.

Ethiopia: The effect of the COVID-19 crisis coupled with internal instability and conflicts in the Tigray region had negative impacts on the economy. This may limit the capacity of the government to increase fiscal space for social protection and has disrupted social protection programming. A COVID-19 vulnerability assessment and socioeconomic impact analysis was conducted and the Project is closely monitoring the situation with regular dialogue among stakeholders. Furthermore, the national election originally planned in 2020 is now postponed to 2021 due to the COVID-19 pandemic. The upcoming election also creates uncertainty on government's commitment to ensure sustainable financing for social protection with potential effects on the implementation of the Project's recommendations.

Paraguay: Since the COVID-19 outbreak and the adoption of sanitary measures such as confinement, the Technical Unit of the Social Cabinet (inter-ministerial coordination entity) decided to postpone the implementation of the initial phases of the Social Protection System ¡Vamos! The Cabinet suggested postponing the launch of the Project to 2021 and the application of the FIPS (*Ficha Integrada de Protección Social*) that required travels and face-to-face meetings in the provinces. Additionally, some delays in the adjustment to remote meetings, selection of project staff, agreements on the scope of terms of reference and the identification and hiring of suitable consultants were experienced. These challenges were overcome and, as of December 2020, most of the planned activities were on track. Furthermore, in October 2020, the Minister of Finance changed, resulting in some internal rearrangements in the Ministry of Finance, specifically in the Economic Studies Directorate which delayed conversations and agreements regarding the estimation of the multiplier effects of social protection. However, the two studies related to this component are now launched and will be delivered in 2021.

Nepal: Despite the COVID-19 economic crisis and its likely impact on fiscal space for social protection, the child grant remains a priority and, with technical support and evidences generated through the Project, the government committed to its expansion to new geographic areas. In addition, it is anticipated that the COVID-19 crisis and subsequent job losses may have negative impact on the implementation of the Social Security Act in particular in sectors hit by the pandemic, e.g. tourism sector, and may result in a decrease in social insurance coverage. The technical support for improving communications and outreach activities of the Social Security Fund is expected to contribute in mitigating and countering the impacts of the COVID-19 pandemic in registration and coverage rates. Finally, the dissolution of the Parliament has increased risk in implementing policy, advocacy and capacity building activities due to the turnover of key officials.

Senegal: The COVID-19 pandemic created challenges and pushed the project to rethink some of the implementation modalities to ensure continuity of the activities. The change of leadership within the Ministry of Community Development and its National Delegation for Social Protection (DGPSN) slowed down the path of implementation. Virtual meetings and trainings as well as remote data collection showed limits. Therefore, the Project decided to re-orientate its activities towards the development of technical notes, terms of reference for future activities, training materials etc., in order to accelerate the implementation of the project in 2021.

Uganda: The Project supported to government's response to the COVID-19 crisis which implied a reorientation of the 2020 activities towards short-term emergency responses, and others independent activities not affected by the pandemic. The challenging context was further exacerbated due to the election cycle and politicization of the COVID-19 responses, including delivery of in-kind and cash support, which are perceived as having the potential to support opposition parties. Additional risks relate to the challenges of implementing the Project in a country with low levels of social protection coverage and limited fiscal investment. In addition, the generally poor conceptualization of PFM as an essential element for the sustainable financing of social protection across the lifecycle among government actors presents some challenges for implementation. It should also be noted that the

impact of the COVID-19 crisis triggered an economic contraction, which is likely to affect government's future support for scaling up social protection. Furthermore, while the social protection targets in the National Development Plan III are ambitious, which is extremely positive, the proposed budget is not aligned and is insufficient to achieve that vision. In this context, the Project's focus on capacity building on PFM and its efforts to lead advocacy for increase social protection financing remain relevant.

At this early stage of the implementation of the Approach 2 country Projects, only five countries have identified some potential challenges for which mitigating measures are being explored.

Bangladesh: The Project carefully moves step by step, ensuring that social partners are fully involved in the debate for improved unemployment protection. This required clarifying with the government and social partners the complementarity between the EU&KfW project aimed at providing cash transfers to dismissed workers of the garment sector, and the ILO project for the design and implementation of a wage subsidy programme for workers of the garment industry, funded by BMZ, and the Project supporting the national dialogue for introducing long-term unemployment protection schemes, learning from the COVID-19 responses. Moreover, the concept of contributory social insurance is new for most stakeholders; for this reason the Project is investing in building capacity for a better understanding of those concepts.

Cabo Verde: In the midst of the second COVID-19 wave, the Minister of Finance was dismissed which slightly delayed some of the decisions related to the study under preparation. Furthermore, the country is in a year of political changes. Those elections were anticipated during the design of the project proposal and mitigation actions envisaged. In particular the project builds on the solid relationship between the ILO and the national stakeholders involved in social protection. Furthermore, the intervention focuses on technical aspects for which government's officials will remain after the election.

Ecuador: Similarly, in Ecuador, a new wave of the COVID-19 pandemic may lead to the reactivation of the emergency cash transfers, thus limiting fiscal and political space for investing in extending social protection to new population groups such as independent or informal economy workers. The fiscal uncertainty is exacerbated by the country's external debt and dependence on oil prices. The other main challenge identified since the beginning of the Project's design process is the presidential election in the first months of 2021 and the possible disruption until the new president takes office by the end of May or changes in priorities. As a mitigation measure, the Project's team requested to include in the working group steering this Project, not only high and medium level authorities, but also technical officials that are permanent in each institution partner.

Peru: Peru is on the verge of confirming a possible second wave of the COVID-19 pandemic. Although the government has announced that a return to confinement would be decreed as an extreme measure, an upsurge in cases leading to a new crisis in the health system and an increase in unemployment and informality could change the government's priorities towards again non-contributory cash transfer responses. This could strengthen a culture among citizens that favours counter-cyclical temporary social protection measures which aim at supporting the economy when it is experiencing difficulties as opposed to sustainable and robust contributory social protection measures that aim at protecting people and enterprises at any point in time (and available when need be). Given the current political context, with the forthcoming elections in the first half of 2021, the main challenge for the project is to create a state of opinion favorable to the institutionalisation of unemployment protection within the framework of social dialogue that will succeed in awakening the interest of the running candidates. The high turnover of executive positions due to political instability is a constant in Peruvian governments where the average stay of a minister in office is approximately six months. This is also why social dialogue and building a national consensus are so important, as well as mobilizing sources of financing that do not entirely rely on political priorities (but are based on statutory contributions), to develop a system that can survive these permanent changes. Thanks to the comprehensive approach of the social protection system promoted by the Project, through the articulation between the contributory and non-contributory schemes and between these and the active labour market policies, in view of facilitating formalization, the objectives and interventions of the Project, including related to the financing of unemployment protection measures, remain very relevant.

Sri Lanka: The parliamentary electoral period brought changes in key officials for the implementation of the Project. Due to reshuffling of the government, the Project's endorsement faced some delays which explains the low start of activities until December 2020.

6.4. Opportunities and corresponding strategy adjustments

The COVID-19 crisis highlighted the need to accelerate efforts for building more robust, universal, comprehensive and sustainable social protection systems that are inclusive and shock responsive. The issue of adequate and sustainable financing, as well as social solidarity, that echoes the principles embedded in international standards related to social protection, arose as a priority in many countries, and it is also being discussed in global fora such as the Social Protection Inter-Agency Cooperation Board (SPIAC-B), the Universal Social Protection by 2030 Partnership (USP2030) or the United Nations' Financing for the Development in the Era of COVID-19 and Beyond Initiative. This emphasizes the timeliness and relevance of the Programme, which now can draw strategic linkages to these ongoing developments on social protection and PFM. As the Program is producing its first results, it will more actively pursue opportunities to engage in these global fora, notably the SPIAC-B and USP2030 to disseminate lessons learnt and increase its visibility, including in the newly constituted USP2030 working group on social protection financing.

Angola: The approval of the National Social Action Policy in December 2020 provides an important opportunity for engaging with national stakeholders in the implementation of the policy as well the coordination mechanisms to strengthen the systemic approach to social protection, while maintaining a strong public financial management focus of the Project. The Project secured the participation of the Minister of State for Social Affairs in its steering committee. In addition, a memorandum of understanding between UNICEF and the Ministry of Finance, developed in 2020, will be a great asset for the Project's strong PFM focus.

Burkina Faso: In response to the COVID-19 pandemic and the humanitarian crisis, the government requested the Project's support to accelerate the targeting process of the most vulnerable through the Community Based Monitoring System mechanisms which includes a citizen control and social accountability mechanism. The Project provided technical guidance to the development of a complementary intervention funded by the Government of Belgium that will help accelerating the implementation and deployment of the Health Insurance Plan (RAMU), in particular among workers in the informal economy. In 2020, another opportunity to expand the Project's results was the new National Social Protection Policy process. The independent evaluation of the National Social Protection Policy supported by the Project provides an opportunity to deepen the discussion for strengthening the system and financing for social protection, which in 2021, will be backed by an investment case study.

Cambodia: With the COVID-19 crisis, interest of the government and the development partners in the social protection sector has increased, thus opening opportunities for strategic engagement of the UN system with the other development partners, including the EU Delegation and bilateral donors (ADB, GIZ, Department of Foreign Affairs and Trade of Australia, and the World Bank) to influence strategic interventions including on PFM. The Project will continue its support to extend the cash transfer programmes and social security coverage, and strengthen social budgeting.

Ethiopia: The first year of the Project brought opportunities for building further alliances for social protection and PFM between the Project, through its Reference Group, and key partners such as the World Bank and the Federal Social Protection Platform reactivated in October 2020, thanks to the Project's support.

Nepal: There is increasing recognition from policy makers and planners of the importance of a strong social protection system to address crises like the COVID-19 pandemic, in particular for workers in the informal economy. The Project will capitalize on this momentum to support acceleration of efforts for strengthening the coverage, delivery mechanisms and financing of the social protection system, including advocacy efforts among CSOs and workers' organizations. The COVID-19 crisis brought forward the need to conduct rigorous fiscal space analysis to explore options for increasing social protection expenditures. The budget briefs developed by the Project aimed to provide policymakers with evidence, rationale and solutions for creating fiscal space in order to make the existing social protection mechanisms more resilient and efficient, especially in the light of the COVID-19. The Project

will build on this momentum to pursue strategic discussions with government counterparts and partners on the need to strengthen the social protection system and its financing.

Paraguay: The COVID-19 pandemic reactivated the national dialogue on the importance of a robust social protection system, identification and timely delivery of assistance, unemployment subsidies, among other issues. With the COVID-19 pandemic, it was decided to refocus the delivery of training activities from face-to-face to on-line courses. This has allowed more officials to participate in the ITC ILO E-learning on public finance for analysts, five in total, in addition to the Project staff (the latter being funded by ILO core budget). In 2021, the course will be adapted to the Latin America region by the Project in view of reaching out more national stakeholders in that region. In 2020, the close collaboration with the Ministry of Finance offered the opportunity to support the improvement of its General Equilibrium Model. The government has launched "Kunu'ú", the National Strategy for Comprehensive Early Childhood Care which aims to strengthen social protection for children; its implementation will receive the Project's support.

Senegal: 2020 highlighted the need to rethink the concept and design of virtual activities to ensure greater impact and effectiveness. On the other hand, remote activities being less costly, freed up resources that were used to support activities related to the COVID-19 response. The members of the GCSPF are already redesigning their capacity building programme on budget planning and monitoring tools for extended gender – and disability-sensitive social protection and more transparent and sustainable financing.

Uganda: The COVID-19 pandemic helped opening doors for increased collaboration among development partners, workers and employers' representatives and with civil society in shaping advocacy for increased social protection coverage. This included the participation of HelpAge in the quarterly Steering Committee meetings of the Social Protection Development Partners Group and Ministry of Gender, Labour and Social Development, as well as support provided to the activities of the Uganda Social Protection Platform.

Countries of Approach 2 already reported some possible opportunities.

Côte d'Ivoire: In 2020, the government launched a new initiative aimed at increasing social security coverage among workers in the informal sector in the Grand Abidjan. Building on this initiative and the registries developed, the government is now considering a transition of these workers in existing health and social security systems. The Project provided technical guidance for the development of a new technical assistance intervention for supporting the national counterparts in extending social protection to workers in the informal economy, funded by the government of France. Such opportunity will therefore allow for strengthening the impact of the project through a longer term support to the government.

Ecuador: The government is in a great predisposition to implement legal reforms and actions to mitigate the negative effects of the COVID-19 economic crisis. Joint support to the adoption of the Law of Humanitarian Relief by the Ministry of Economy and Finance and the Ministry of Labour strongly indicates an openness to discuss greater synergies between employment and social protection and public finance management. The preparation of the draft Law was also debated with some multilateral organizations that financed several social responses and have shown interest in addressing employment and social protection gaps, including informality.

Malawi: 2020 has seen a change of government in Malawi. The incoming government has set an ambitious social protection agenda, which is considering the introduction of an old age social pension programme (non-contributory), a national health insurance programme, as well as the establishment of the workers compensation programme, following technical work previously conducted by the ILO and Socieux +, as well as the extension of existing and future branches of social insurance to workers of the informal economy. The Project will leverage on this interest and generate evidence on feasibility of increased financing and coverage, as well as necessary investments for the introduction of a comprehensive social insurance system.

Myanmar: The close involvement of the project in the data collection for the actuarial study and the design of the unemployment insurance will result in strengthened capacity building and advisory services for improving data management of the Social Security Board. The presence of the Project led to the adoption of the another project funded by the Government of Japan to support Myanmar in

implementing the unemployment insurance scheme foreseen under the Social Security Law of 2012, and reinforcing active labour market policies.

Nigeria: The Project's support to the improvement on the National Social Registry in two states is already creating interest to further replicate the intervention in others States, with on-going discussion with the World Food Programme working in North-West States.

Peru: Unlike other projects, the Ministry of Finance is actively participating in the discussions around the design and institutionalization of the unemployment insurance facilitated by the Ministry of Labour and Employment Promotion, with the support of the Project. This creates a favorable environment for the future adoption of the unemployment insurance legislation.

In many of the 18 countries, the SP&PFM Projects complement existing projects (e.g., Angola, Bangladesh, Burkina Faso, Cambodia, Cabo Verde, Ecuador, Ethiopia, Malawi, Nepal, Nigeria, Paraguay, Senegal and Togo) or fosters new partnerships (e.g., Côte d'Ivoire, Myanmar) to provide a more comprehensive and sustainable support to respond to countries' requests, including ILO constituents, and achieve the SDGs on social protection. Synergies are sought to avoid duplication of efforts and maximize impact, as indicated in the Results Monitoring Tool of the ILO's Flagship Programme on Building Social Protection Floors.

6.5. Contribution of the Project to the COVID-19 response

The Programme was designed before the COVID-19 crisis but was able to rapidly adapt to support all partner countries to develop and implement their immediate COVID-19 response. In fact, despite unprecedented working, personal life and family arrangements due to closure of offices and schools, the Programme management unit and all Project teams were highly dedicated to support countries in responding to the COVID-19 crisis during the reporting period. Such response included support to the design, modelling and costing of different schemes, exploring financing options and coordinating different partners to scale-up, expand or strengthen existing schemes. This showed the relevance of the Programme, in particular in enhancing strong social protection systems that provide more comprehensive social protection benefits to all (the first level of "responsiveness") and are, in addition, better prepared and capable to adapt their operations, population covered, types and levels of benefits when faced with unforeseen shocks. The Project built on UNICEF's approach to counteract the socio-economic impact of the COVID-19 pandemic and build an inclusive recovery through evidence generation and advocacy at country, regional and global level. This includes evidence to make the consequences of economic and fiscal policies on children visible, make the investment case for protecting social spending, supporting national government investments in social services (particularly social protection) and leveraging additional resources and expertise through the international system to expand and support national responses. Furthermore, the COVID-19 pandemic served as a wake-up call for countries to accelerate the adoption and implementation of the adapted extension of social protection schemes to self-employed and workers in the informal economy.¹²

More specifically, the Programme contributed to the COVID-19 response through three channels:

- In the eight partner countries of Approach 1: the Project teams engaged with governments, social partners and CSOs on the COVID-19 responses and in some countries, adjusted their 2020 work plans; and supported evidence generation and coordination of the social protection response.
- Under the first call for proposals of Approach 2: the selection of 10 countries allowed for the quick deployment of technical support to governments for designing and implementing COVID-19 responses.
- Conceptual and coordination work at the global level, including contribution to the assessment of the impact of the crisis on child poverty¹³, capitalization of the UNICEF's support to COVID-

¹² https://www.ilo.org/secsoc/information-resources/publications-and-tools/Brochures/WCMS_749482/lang--en/index.htm

¹³ <https://www.unicef.org/social-policy/child-poverty/covid-19-socioeconomic-impacts>

19 response in countries¹⁴, development of an ILO wide approach to emergency cash transfers, a project funded by the Government of Germany (BMZ) on emergency cash transfers in the textile industry (linking financial assistance with technical assistance)¹⁵, and the participation in the SPIAC-B COVID-19 temporary working group.

In particular, under Approach 2, the selected proposals in response to the call launched in April 2020 aim at:

- o improving mechanisms for the expansion of existing cash transfer programmes to population still not covered and in need (Nigeria, Cabo Verde);
- o consolidating the fiscal space and sustainable financing for social protection (Malawi);
- o designing income support schemes for workers affected by the economic slowdown, including unemployment protection schemes as part of the long-term responses (Bangladesh, Ecuador, Myanmar, Peru, Sri Lanka); and
- o building on the government's response to extend coverage to workers in the informal economy in a sustainable manner (Côte d'Ivoire, Togo).

In the eighteen countries, the project teams were intensively engaged with the governments and development partners, and to some extent, the social partners and CSOs, in shaping and supporting the COVID-19 responses. Synergies have been sought in leveraging existing systems and coordinating mechanisms, such as extending cash transfer programmes, expanding social registries, extending coverage to workers in the informal economy, adapting delivery mechanisms to respect physical distancing rules. In all eighteen countries, the Project's team contributed to the social protection analysis and recommendations of the socio-economic impact assessments of the COVID-19 pandemic, led by the UN system.

COVID-19 impact assessment

At the onset of the COVID-19 crisis, the Projects swiftly conducted socio-economic impact analyses as key to design a strong suitable response to address the multiple vulnerabilities brought by the crisis and its resulting measures. Most country Project teams engaged in supporting government to lead such analyses. At global level, the Programme management unit was involved in the analysis of impact of the crisis on child poverty.¹⁶ Similarly, socio-economic assessments of the impact of the crisis took place in the partner countries, including on workers in the informal economy, showing the instrumental role of the Programme to understand the scope of the crisis and contribute to appropriate responses.

Burkina Faso: The Project compiled into a brief the results and way forward in terms of social protection of the COVID-19 socio-economic impact assessment on the informal economy.

Côte d'Ivoire: The Project contributed to the development of the impact assessment of the COVID-19 pandemic on small and medium enterprises which stressed out that workers in the informal economy have limited access to response measures implemented by the government. The report recommended developing adapted tools and procedures, and carrying out awareness raising campaign for increased affiliation of workers in informal economy in the social insurance institutions. Implementation of these recommendations falls under the framework of the Project.

Ethiopia: The project prepared a policy brief compiling the results of a study on the vulnerability assessment and socio-economic impact of COVID-19 in Ethiopia.

Nepal: The Project conducted a monthly telephone survey among 7,000 households since May 2020 to monitor social and economic impact of the COVID-19 lock-down measures, particularly among the children and most vulnerable groups. The findings of the survey were analyzed through a policy brief that facilitated the Government's decision on social protection responses to the COVID-19 crisis, along three areas i.e. emergency response; strengthening social security system; protecting informal workers; and supported two provincial governments in shaping the COVID-19 response.

¹⁴ <https://www.unicef.org/reports/unicef-social-protection-response-to-covid-19-2020>

¹⁵ https://www.ilo.org/pardev/donors/germany/WCMS_753552/lang--en/index.htm

¹⁶ <https://data.unicef.org/resources/children-in-monetary-poor-households-and-covid-19/>

Sri Lanka: During the preparation of the Project, the ILO submitted to the government a policy recommendation paper on social protection approaches to support workers and their families to manage the impacts of the COVID-19 crisis in the short and medium term.

Togo: The Project supported the impact analysis of the COVID-19 pandemic on employment, particularly on the informal economy, and proposed measures concerning employment and social protection in the socio-economic resilience programme of the UN System, as contribution to the national COVID-19 response.

Uganda: The Project supported the social protection during the COVID-19 response, as the project worked with researchers to develop microsimulations of social protection interventions that were likely to resonate with the government (including the Ministry of Finance). Through a prioritization of most vulnerable groups and geographical areas, the microsimulations were used to guide development partners and government stakeholders in social protection decision-making.

Emergency responses through expanded social protection

The COVID-19 pandemic highlighted the importance of social protection as a pivotal element of the response to systemic crises. The country Projects supported government to rapidly design social protection responses where the social protection tissue was weak. It also supported government to expand and strengthen existing systems to cover additional people deemed vulnerable due to the crisis or to increase benefits to face the economic consequences of the pandemic and the subsequent restrictive measures. This contributed to raise the importance of social protection in partner countries.

Cambodia: The Project provided technical assistance to the government to design the COVID-19 cash transfer programme for ID poor households.

Uganda: The Project supported the design and operationalisation of a COVID-19 one-off cash transfer to pregnant and lactating women, and those with children under two years old.

Ethiopia: The Project provided technical assistance to the government to vertically expand the urban productive social safety net to provide to-ups to existing beneficiaries, being Ethiopia's flagship social protection response to the COVID-19 crisis.

Bangladesh, Cambodia and Ethiopia: With support from the Projects, the ILO provided technical guidance and inputs to governments and social partners in the design and implementation of a cash transfer programme under the form of wage subsidy for workers in the garment industry hit by the COVID-19 crisis. The cash transfer programme is funded by the Federal Ministry of Economic Cooperation and Development of Germany (BMZ).

Awareness raising on the COVID-19 related risks

In **Uganda**, in collaboration with the social partners, the Project designed an awareness raising campaign on COVID-19-related risk at workplace, recognizing the importance of protection of workers already in vulnerable situations, such as those in the informal economy, those living with HIV/ Aids and people with disabilities. The project supported some District COVID-19 Task Forces and the government to deliver TV communication broadcasts to raise awareness on risk of COVID-19 infection, focusing on elders.

Improved delivery of social protection benefits

Due to the increased use of social protection as a response to the COVID-19 crisis, it appeared important to ensure increased effectiveness of social protection, especially its delivery for the most vulnerable. **Senegal:** The Project provided technical support to assess the feasibility of extending the national single registry to vulnerable groups affected by the COVID-19 pandemic such as street children, old age people or people with several disabilities and the informal and small economy workers.

Nigeria: The Project engaged with the government and prepared the ground (terms of reference, recruitment of consultant, information brief) for the integration of new beneficiaries into the national social registry, and improving data sharing and mining by partners, in particular linking with public and non-public social protection and humanitarian partners and State Health Insurance Schemes.

Cabo Verde: The Project contributes to the building of more efficient information and monitoring and evaluation instruments of the social protection system, as well as better delivery of the Government's COVID-19 responses. In particular, the Project supports the expansion and update of the *Cadastro Social Unico* to beneficiaries of the COVID-19 cash transfer response (informal economy workers including domestic workers), identified as a key instrument of the deployment of the national response and recovery plan for COVID-19, and preparation for future shocks.

Design of sustainable social protection systems, building on the COVID-19 responses

The COVID-19 crisis showed the importance of resilient and sustainable social protection systems to address the immediate and medium-term impacts of a crisis. While the economic impact of the COVID-19 crisis has reduced government's fiscal space, the Programme stimulates increased attention on the critical role of well-designed social protection systems as a powerful tool to address poverty, reduce inequalities, provide economic stimulus and contribute to the necessary inclusive economic recovery.

Togo: The Project participated in the policy discussion for the drafting of the new development plan, advocating for the inclusion of the extension of social protection to workers of the informal economy as a strategic priority. The drafting of the new development plan includes lessons learnt from the COVID-19 crisis.

Myanmar: The Project's contribution to the COVID-19 response is through the improvement of the robustness of the financing of the Social Security Board system, of which funds were used to support the COVID-19 response. In addition, the Project launched a feasibility study for an unemployment insurance scheme, to be prepared to respond effectively and efficiently to future crises but also to invest in human capital and support economic growth at all times.

Ecuador: The government's COVID-19 measures, presented in the Law of Humanitarian Relief, included the extension of the existing unemployment insurance through more flexible qualifying conditions. This reform allowed the unemployment insurance scheme to cover by December 2020 approximately 120 per cent more than in the same period in 2019; thus, becoming an important mechanism for sustaining the income of unemployed people and supporting the recovery. Along these lines, the discussion during the preparation of the progress, between May and August 2020, greatly contributed to the debate around the COVID-19 response.

Peru: The Project is working with the government to explore options for implementing more sustainable social protection building on the government's COVID-19 responses, in particular the establishment of an unemployment insurance scheme.

6.6. Specific interventions related to public finance management

Public finance management covers the systems, processes and rules that can help support fiscal policymaking, as well as provide the instruments for its implementation. Central to this is the government budget cycle, and how governments manage the budget in its established phases—formulation, approval, execution, and reporting. PFM also deals with the processes and procedures for all aspects of expenditure management in government, as well as all aspects of managing public resources, including resource mobilization and debt management. Achieving sustainable public financing for social protection requires evidence generation to support efficient and effective design of programmes and financing strategies, as well as identifying and addressing bottlenecks and capacity constraints that impact on outcomes. The Action's PFM approach focuses on building national capacity for efficient, effective, equitable and sustainable planning, costing, financing and accountability of social protection systems, with the goal of expanding current coverage toward universal social protection. The Programme's approach to build synergies between PFM and social protection materializes through social protection and PFM courses, social budgeting training, social protection expenditure reviews including with the inclusion of gender and disability and shock-preparedness, budget briefs, improvement of budget classification, monitoring and evaluation of budget, actuarial valuations, and programme costing, among others. While the focus is on Ministries of Finance and Ministries in charge of social protection, the Programme also builds capacity of other line ministries and government agencies, civil society organizations and social partners to increase awareness and understanding, as well as better coordination and engagement in the budget process.

Finally, the programme also intends to leverage global advocacy efforts to raise the awareness of social protection financing issues and enhance global approaches for more sustainable social protection financing.

In 2020, the Programme was able to make an immediate and valuable contribution to the COVID-19 response through the costing of social protection responses to support rapid scale-up and implementation. In addition, country teams also provided support to governments in several countries to conduct gap analyses, cost simulations, assess financing options and undertake fiscal space analyses. The Programme also established and strengthened partnerships with ministries of finance as well as ministries in charge social protection and local governments to strengthen capacities on planning, costing, and budgeting, including results-based budgeting. Finally, the country Projects started their capacity building interventions to strengthen transparency, efficiency, and impact of government investments in social protection, including through citizen engagement. While the economic impact of the COVID-19 has reduced government's fiscal space, the Programme will continue supporting partner countries to leverage the increased awareness on the critical role of well-designed social protection systems as a powerful tool to address poverty and mitigate the inequitable social and economic impact of the crisis.

At global level: Public Financial Management gained increasing importance and credibility in the context of the global economic crisis and challenges that accompanied the COVID-19 pandemic. This raised the profile and urgency of multi-stakeholder approaches to these issues, including the debate on financing for achieving the Sustainable Development Goals (SDG). The practical country-level insights and experience from the Programme have enabled the ILO Social Protection Department and UNICEF Social Policy section to reinforce and leverage strategic partnerships on financing issues, including with the IMF, and partners working on the Integrated National Financing Frameworks and SDG Goals (UN agencies, governments, businesses and civil society). In particular, the Programme is exploring closer partnership with UNDP to work under the framework of the International National Financing Framework (INFF) in Angola, Cabo Verde, Cambodia, Togo, Malawi, and Senegal, to ensure to ensure that Ministries of Labour, social partners and social security institutions are part of the INFF process and oversight committees at country level. The Programme is also contributing to the development or strengthening of a number of tools which will guide countries in their work to improve social protection financing, such as the ILO Handbook on creating fiscal space for social protection and the ISPA tool on financing. In addition, the Programme management unit and Public Finance experts at respective headquarters level provided individual support to all country teams to strengthen the PFM component of the Programme, which was more likely to be delayed by the COVID-19 crisis. This included tapping into resources such as the ILO Global Technical Facility and UNICEF's Public Finance for Children global long-term agreements for fast-tracked mobilisation of technical experts, guidance on social protection and PFM and available tools, as well as to engage with the EU Delegations on budget support programmes. Finally, a tailored course on PFM and financing of social protection for the country teams and EU Delegations was discussed in 2020 and will be implemented in 2021.

This work to build sustainable social protection systems relying on strong Public Finance Management is also found at country level.

Angola: The Project jointly with the Ministry of Finance implemented five webinars on PFM and strategies to improve public communication on budget priorities and processes. This webinar series reignited interest in considering the implementation of a social protection floor and the necessary public forum for increased investment in the social sector. The Project team engaged with the IMF, and will work together to compare the cost of the IMF's social spending floor with the ILO's social protection floor and policy design options and implications. Finally, the Project will leverage the newly signed Memorandum of Understanding between UNICEF and Ministry of Finance to engage on issues of PFM, including evidence-based advocacy for domestic resource mobilization for social protection, and engagement of the Ministry of Finance on PFM issues and activities as part of the Project.

Burkina Faso: At the request of the government, the Project prepared a background study on strategies for financing social protection which highlights the continuing problem of the country's heavy dependence on donor-funded social protection projects/programmes and the need to allocate more domestic resources to adequate, predictable and sustainable long-term financing. Several options were identified, including increasing efficiency of expenditures and identification of potential niches

within existing the fiscal space. These options as well as other options to increase the existing overall fiscal space will be further explored with the government in 2021.

Cambodia: The training on social budgeting organized by the Project has allowed the government (National Social Protection Council, Ministry of Social Affairs, Veterans and Youth, Ministry of Finance, and National Social Security Fund, as well as Provincial Department of Social Affairs, Veterans and Youth) to re-assess the appropriateness of the budget's functional classification to improve the government capacity to plan and monitor social protection budgets, identify data gaps and to consider addressing the challenges in its implementation at a sub-national level. In parallel to the work on functional classification, the project pushed forward national capacity building on performance-based budgets (linking policy, targets and indicators with budget) at central and provincial levels. Additionally, the Project provided support to the government to develop a costing and budget submission for selected social protection and child protection activities in both to ensure that national and decentralized budgets become more adequate. The strong partnership with government and success of the 2020 activities in the area of PFM have generated demand for continued capacity building and collaboration in this area.

Ethiopia: The Project, through its participation in the PFM Donors' Working Group, is engaged in discussions to reform the PFM framework, based on the 2019–20 Public Expenditure and Financial Accountability (PEFA) report. The project has positioned itself to build on influential partnerships and strategic alliances as it relates to PFM, including with the World Bank and the IMF.

Nepal: Consultations are taking place with the World Bank to better coordinate the work around public finance, and the National Natural Resources and Fiscal Commission, to strengthen collaboration on PFM and synergies with social protection. The project has developed a social protection budget brief that reviewed the social protection landscape, explored budget allocation trends, discusses financing patterns and options and considers the specific context and considerations of the COVID-19 situation. The World Bank is using the budget brief in the framework of its public expenditure review initiative.

Paraguay: Together with the government, the Project launched a diagnostic of the budget efficiency of the Social Protection System *¡Vamos!*, and fiscal space analysis for its expansion and sustainability. The Project contributed to reinforce capacity on PFM, with the participation of five officials in the ITC-ILO course on public finance which will be adapted to Spanish by the Programme to reach more stakeholders in the country and the Region. This will be done in collaboration with UNICEF and ILO regional experts. Capacity building on social protection and results-based budgeting is now reaching national and provincial levels through respectively the forthcoming partnership programme between University of Chile and the Catholic University of Asuncion, and training sessions on results-based management with public officials in each territory where the Social Protection System *¡Vamos!* is implemented.

Senegal: The Project implemented three trainings for government officials, social partners and CSOs on public finance for social protection, impact assessment of social protection, and policy and pension management. In addition, the project supported a South-South exchange of experiences on social protection financing (including officials from Cabo Verde, Morocco, and Rwanda). The project is providing support to the Ministry of Finance to better define the categorization of social protection expenditures.

Uganda: The government approved the mobilization of the pilot Labour-Intensive Public Works Programme for urban areas funded by the World Bank and the ILO (under the PROSECTS Project) to respond to the COVID-19 crisis, which also created an opportunity for advocacy and systems strengthening. The implementation of this COVID-19 response has raised concerns over the expectation of long-term fiscal commitment required for building rights-based social protection systems, which will be pursued by the Project in 2021. Through the coordination of the COVID-19 response with the World Bank and the IMF, the Project leveraged analysis and evidence on multidimensional poverty to help inform the design of the World Bank's Development Policy Operation for Uganda, and the IMF's programme. The analyses were also used by the development partners and the Donor Economist Group to present and prioritize options for expanding social protection to the Ministry of Finance and Ministry of Gender, Labour and Social Development. The Project raised awareness on PFM through the Kampala Capital City Authority's Research Symposium with a particular emphasize on the urban social protection programme targeting adolescent girls. It also organized a Public Dialogue on Programme-Based Budgeting for Human Capital Development to raise

awareness on PFM issues in the social sector in partnership with the Ministry of Finance, Planning and Economic Development and the National Planning Authority.

Work in this area is also starting among countries of Approach 2.

Cabo Verde: The improvement of the monitoring and evaluation system, as well as data collecting instruments, of the social protection sector contributes to increase information and transparency on the social programmes budgets. An important achievement, as a result of this intervention, will be, in 2021, the adaptation of the national accounts plan, in order to the social security account, emphasizing the National Social Insurance Institute's contribution to the social protection public budget.

Côte d'Ivoire: In the framework of the development of the UN Cooperation Framework for Sustainable Development (2021–2025), the project participated in discussions with the Ministry of Finance that led to place the development of options for creating more fiscal space for social protection as a key priority intervention.

Malawi: The Project engages with the Government of Malawi to improve knowledge and tools on financial management and financing mechanisms for social protection. The data collection for the review of the Government's revenue mechanisms and budget allocations has started.

Myanmar: The Project is working on improving the robustness of the Social Security Board system financing which relies on contributions from workers and employers through an actuarial valuation; data for this exercise are being collected. It is expected that this work will lead to concrete recommendations of improving sustainability of the system and therefore trust in the system and compliance.

Nigeria: Improved National Social Register will improve the efficiency and effectiveness of social protection expenditure.

Peru: The government has transferred almost USD 2.5 billion in bonds (direct transfers) to people who have lost their source of income due to the pandemic. This disbursement has been possible thanks to the control over the fiscal deficit sustained over the last decade. However, the government is aware that the recurrence of such social policy measures is not possible over time without incurring further fiscal deficits. The Project is providing answers to the government on how to implement financially sustainable models of contributory social protection against unemployment combined with other non-contributory schemes, creating a system of income protection and promotion of labour insertion for the entire working population, including informal economy workers and the self-employed. This non-segmented vision of protection provided by the Project, is marking a new approach to public policy in the context of the COVID-19 pandemic and post-COVID-19.

6.7. Complementarity with the EU Delegation's interventions and on-going and future Budget Support Programmes

Close synergies between the SP&PFM Projects and the EU Delegations' interventions, including EU Budget Support and Team Europe, were promoted in all countries, with the results indicated below. In particular, the SP&PFM country Projects contributed to support the EU Delegations in designing the new 7-year budget support plans in four countries, Cambodia, Ethiopia, Nepal, and Senegal.

Angola: The new EU budget support to Angola included the number of informal economy workers covered by social security as part of its indicators, which is also an area of intervention under the Project. The Project is exploring to create linkages with the EU budget support programme.

Burkina Faso: Working meetings between the Project and the EU Delegation took place to discuss the current situation of the national social protection system and explore possible areas of intervention as part of the new strategy of the European Union in Burkina Faso, currently being prepared. This joint thinking will continue in 2021.

Cambodia: The project was instrumental to support the EU Delegation's intervention related to social protection and future budget support programme on social protection, including informing indicators resulting from the implementation of the activities under the Project. Through the facilitation by the Project, the EU Delegation has agreed on a significant funding to support the COVID-19 Cash Transfer Programme. In addition the EU Delegation approved two new programmes aimed at strengthening and extending social protection in Cambodia. One of them is the complementary joint ILO and UNICEF

project on advancing social protection in Cambodia, combining both extension of social assistance and social security, and building upon the Project's work on results-based budgeting and economic case for investing in social protection. Furthermore, the sub-regional EU Public Finance Facility in South and South-East Asia, implemented by UNICEF, complements the project's PFM activities (i.e. sector budget analysis, promotion of budget accountability and transparency through citizen engagement).

Ethiopia: The Project's close collaboration with the EU Delegation in Ethiopia led to a request by the EU Delegation to conduct a social protection policy eligibility assessment as part of EU's requirement for considering a budget support programme on social protection. A consultation took place between the EU Delegation and the Project team to discuss areas for PFM reforms and measures to improve budget transparency for enhanced accountability and citizen's participation in the budget process, in coordination with the PFM Donor's Working Group. However, due to ongoing challenges in the country, the EU has temporarily withheld all budget support contract payments (including possible EU support to social protection via budget support).

Nepal: The Project has very close linkage with the EU Delegation's budget support on Multi-Sectoral Nutrition Plan (MSNP), in particular, with regards to the community level guidelines and orientation packages, child grant and social protection components. Through UNICEF, the Project is also contributing as a strategic partner in the EU-supported forecast-based financing and shock-responsive social protection project which is being implemented by the Danish Red Cross and will be linked with the Project directly. Finally, in Nepal too, the Project created synergies with the EU Public Finance Facility in South and South-East Asia.

Paraguay: The EU Delegation is an active member of the Technical Coordination Committee of this Project, together with the implementing partners, the Ministry of Budget and the Technical Unit of the Social Cabinet. The project complements the EU Budget Support¹⁷ in its Direct Product 3: "Strengthening capacities leading to improvement of the institutional framework and governance of the Social Protection System ¡Vamos!", in particular in strengthening capacity of officials in charge of budgeting, implementing and monitoring the system. This intervention may play an important role in enhancing capacity of the government in reaching the budget support targets.

Senegal: The Project's intervention comes as a direct follow up of the Overall review of the social protection system of Senegal, supported by the EU Delegation and implemented by the ILO between June 2018 and December 2020, which carried a strategic review of the social protection system and costing of the recommendations for extension and improvement. In 2020, some activities were implemented jointly, such as the High-level international conference on the extension of social protection and its financing, in November 2020. Moreover, the Project implements its activities in close interaction with the budget support programme funded by the 11th European Development Fund (EDF), commonly known as the Performance and Sector Reform Contract in Support of Social Protection, Food Security and Nutrition (2019–2024) in particular its component to support the policy dialogue between the Ministry of Finance and the technical ministries. The EU Delegation also works closely with two civil society organizations partners of the SP&PFM Project (namely WSM and the Pan-African Institute for Citizens, Consumers and Development) under the project EuropAid/1611907/DD/ACT "CSOs involvement on universal social protection for all".

Uganda: The Project and the EU Delegation worked closely on issues related to PFM, notably through the Donors' Working Group on PFM and Accountability. The establishment of strengthened bi-lateral consultations between the Project and the EU Delegation enabled to strategically situate the Project's interventions within the expectations of the broader EU budget support to Uganda, with the vision of developing a more comprehensive and coherent social protection framework. It also allowed the Project to effectively contribute to policy dialogue on strategic themes around public financing of social protection, including the recurrent budget framework discussions.

Close interaction with EU Delegations and synergies with other EU funded projects are also maintained in almost all countries of Approach 2. **Bangladesh:** During the preparation of the Project, the country team consulted and coordinated with the ongoing budget support programme of the EU and the KfW Development Bank aimed at delivering cash transfers to workers in the garment industries who have

¹⁷ <http://silpy.congreso.gov.py/expediente/121986>

lost their job as a result of the COVID-19 crisis. In particular, the EU Delegation, the GIZ and the Project are working closely to avoid overlap and to create synergies in developing the MIS system of the future social insurance schemes (employment injury insurance and unemployment insurance schemes).

Cabo Verde: The EU is also supporting the government's COVID-19 response plan. In addition, synergies are established between the Project and the government's interventions under the EU budget support especially in the mobilization of domestic resources for the social sector and in the extension of social security to workers in the informal economy and rural sector. As part of the next seven-year programming of the EU, it is expected that social protection will continue to be priority.

Côte d'Ivoire: The EU Delegation supported the design of the "Régime social des travailleurs indépendants (RSTI)" and the government's response to the COVID-19 crisis. Preliminary discussions between the EU Delegation and the ILO show common interest for supporting the extension of social protection to workers of the informal economy.

Malawi: The Project is closely coordinating with the EU's Social Support Resilience Programme (SoSuRe) in Malawi, both with a converging objective of exploring sustainable financing options for social protection.

Myanmar: The Project works together with the EU Delegation in Yangon to ensure the transition of the EU funded Emergency Cash transfer programme (Myan Ku) in response to the COVID-19 into an institutionally and financially sustainable, law-anchored social security scheme.

Nigeria: The EU is considering to include social assistance, the strengthening of the National Social Register (NSR) and improving links between social protection and humanitarian activities in the new programming cycle. The ILO provided suggestions for the new programming cycle (2021–2027) regarding possible areas of intervention. The project support to the NSR would strengthen the capacity and accountability of national institutions to administer additional funding in the social protection sector, thus strengthening policy credibility.

Sri Lanka: The Project is directly embedded under the EU funding umbrella targeting the tourism sector in Sri Lanka. The EU has supported the development of the Sri Lanka Tourism Strategic Plan that includes the strengthening of the social protection system for the tourism workforce.

Togo: The Project is participating in discussions between the UN system and the EU Delegation for increased support in the area of social protection.

6.8. Synergies with other strategic social protection interventions

At the global level: The Programme is participating and technically contributing to the meetings of the SPIAC-B and USP2030, in particular in the sub-group on financing of social protection. The Programme is also following closely and providing technical inputs to the UN's Financing for Development in the Era of COVID-19 and Beyond Initiative. The Programme has a close synergy with the programmes on disability-inclusive social protection financed by the UN Partnership on the Rights of Persons with Disabilities, notably through a study on exploring financing mechanisms for social protection for persons with disability, and calling upon the UNPRPD's expertise to support country work on disability-inclusive social protection, for example in Senegal.

Furthermore, the Programme is creating synergies with other social protection initiatives funded by the European Union (Ex. Angola), bilateral donors, including EU member States (ex. Angola, Burkina Faso, Senegal). This will result in reduced duplication of efforts and Programme fragmentation, as well as greater impact of each project, with a goal to increase programmatic and spending efficiency, and develop global knowledge, such as on linking financial assistance with domestic resources mobilization for social protection; or developing a "shock responsive" social protection approach which applies ILO standards and principles and builds on UNICEF's approach and longstanding experience on social protection in fragile and humanitarian contexts while fostering the development or strengthening of sustainable social protection systems.

Angola: The Project maintains synergies with the EU-funded Apoio à Protecção Social em Angola (APROSOC) project implemented by UNICEF, the ILO's ACTION/Portugal, and the World Bank-funded Project *Fortalecimento da Protecção Social* (Kwenda) that implements actions to support the municipalisation of social services and cash transfers to vulnerable and poor families.

Burkina Faso: The Project provided technical support for the development of the new ILO's project funded by the Belgian Government on the extension of social protection through social health protection. The Project also closely coordinates its activities with the Swedish funded UNICEF Project focusing on social protection system strengthening and scale up of cash transfers among the vulnerable population with a particular attention to children.

Cambodia: The Project is implemented in synergy with the UN SDG Fund Joint Programme on Social Protection, in particular the activities related to social budgeting. Additionally, the project works closely with the GIZ project aimed at improving and upgrading the ID Poor database, and the ACCESS/DFAT funded interventions in the area of disability. The Project also coordinates with the Oxfam's interventions funded by the Belgian cooperation aimed at strengthening the civil society network. In 2020, the two projects conducted a research with regard to better social protection for working mothers, thus contributing to improve gender-sensitive tools to implement social protection in Cambodia.

Ethiopia: The Project coordinates closely its support with the rural productive safety net's donor working group, in which UNICEF has been heavily involved, working very closely with the World Bank. Through the launching of the Federal Social Protection Platform, the project is supporting greater coordination and links between various interventions that are normally not well connected. In addition, the Project closely works with the ILO's project on social protection programme development for refugees and host communities (PROSPECTS), the ILO's Skill-Up Project on disability inclusion, and the BMZ funded ILO's project for a wage subsidy to workers in the textile and garment sector affected by the COVID-19 crisis.

Nepal: The Project complements the activities of the United Kingdom's Foreign, Commonwealth & Development Office (UK-FCDO) financed Skills for Employment Programme implemented by the ILO, in particular to what regards development of capacity and IT system of the Social Security Fund. Coordination has also been established with strategic partners such as GIZ that provides technical assistance through ILO to the Health Insurance Board. Similarly, the Project worked closely with the World Bank and the UK-FCDO on supporting the National Planning Commission to draft, adopt and now implement the National Social Protection Framework. Likewise, the Project is closely aligned with UNICEF/UK-FCDO engagement with provincial and local governments on building capacity to improve social protection policies, coordination mechanism, implementation and M&E systems to increase coverage among the excluded, including people living with disabilities.

Paraguay: The UN System, and in particular ILO, UNICEF, Pan-American Health Organization (PAHO)-World Health Organization (WHO), Food and Agriculture Organization (FAO), UN's Population Fund (UNFPA) and UN's Development Programme (UNDP), provides continued support to the design and implementation of the Social Protection System *¡Vamos!*. The Project also complements the ILO's technical support to the Social Security Directorate of the Ministry of Labour, Employment and Social Security in promoting access to contributory social security and strategies to promote the formalization of Paraguayan workers. UNICEF provides technical assistance for the implementation of the Comprehensive National Early Childhood Strategy – Kunu'ú and the "*Ficha Integrada de Protección Social*", which are part of the Social Protection System *¡Vamos!*.

Senegal: Through its work on the national unified registry, the Project collaborates with the government's cash transfer programme (*Programme national des bourses de sécurité familiale*), supported by several partners of which UNICEF and the World Bank. Moreover, the Project contributed to raise two new interventions for the extension of social security to informal economy workers, implemented by the ILO with financial support from the governments of France and Belgium.

Uganda: The Project is working with the government around strengthening shock-responsive social protection interventions and leveraging the Senior Citizen Grant to improve coverage of workers in the informal economy and among women. The Project is maintaining synergies with other ongoing interventions, such as the Swedish-funded UN Joint Programme implemented by UNICEF and WFP on "Child-Sensitive Social Protection in Refugee-Hosting Districts of the West Nile, Uganda" to strengthen the humanitarian-development nexus.

Because of the short-term nature of the Projects of Approach 2, such synergies among other ILO development cooperation projects is particular sought.

Bangladesh: The feasibility assessment for an unemployment insurance is part of the government's National Social Protection Strategy. The Project also closely coordinates its interventions with on-going discussions supported by the ILO for the introduction of an employment injury insurance scheme, and in particular in building capacity of social partners and the government on social insurance concepts. As mentioned earlier, the Project has a strong synergy with the ILO's project aimed at implementing a wage subsidy programme for workers of the garment industry, funded by BMZ.

Cabo Verde: The Project is implemented in complementarity with an ILO project on extending the social protection system, funded by the government of Portugal, and in close collaboration with a Sweden funded project aimed at increasing registration in the social insurance scheme.

Côte d'Ivoire: The Project is implemented in close coordination with two other ILO projects, aimed at improving social health insurance coverage in the cocoa sector and through a communication and awareness raising campaign among all workers in informal economy. Furthermore, the project contributed to raise funding from the government of France to expand technical assistance for implementing the new initiative on increasing social protection coverage workers of the informal economy in the Grand Abidjan of the Government of Côte d'Ivoire.

Ecuador: The ILO has been giving important support to the generation of a comprehensive social protection strategy, led by the National Secretary for Social Affairs, "*Toda una Vida*", in which improved articulation of the system, notably through active and passive labour market policies, is central.

Malawi: The Project implements its activities in complementarity to the Joint UN SDG Fund Joint Programme on social protection, which aims at supporting the development of a long-term financing strategy for social protection in Malawi. The feasibility studies for improving the social insurance schemes under the Project will contribute to the implementation of the National Social Support Policy in Malawi and future discussions to improve the contributory component of social protection. More concretely, some of the data collected through this project will also be used for a Multiplier Effect Study of Social Protection requested by the Government of Malawi.

Myanmar: The Project complements on-going ILO's supported actuarial assessment of the Social Security Board health and social care schemes. Both interventions provide a comprehensive and integrated support to the Social Security Board in building a strong data management function and initiate capacity building on actuarial analysis to inform policy making adequately. These efforts are also expected to inform policy options for the revision of the Social Security Law; a process which is expected to start in 2021.

Nigeria: The Project, through National Social Safety Net Coordinating Office, is investing in establishing good collaboration with other actors working also on the national social registry, including the World Bank's National Social Safety Nets Project, FAO, WFP, UK-FCDO, Socieux+, and the Joint UN SDG Fund Joint Programme on social protection.

Peru: The main result of the Project achieved at this point is the approval by the Ministry of Labour of the inclusion of the Project's components into the National Policy on Decent Employment, thus reinforcing the full synergies of the Project outcomes with the implementation of the National Policy.

Togo: The Project supported the development of the UN System's resilience programme in response to the COVID-19 crisis. Within this programme, partnership opportunities were identified, in particular between the ILO, UNICEF, WFP and UNDP, with a view to mobilizing resources to support the process of extending social protection in the country. In addition, the Project provides technical support to the government for the adoption of the draft Law on Universal Health Coverage system.

6.9. Strategic partnerships with other development partners

At global level: The Programme has a unique design, bringing together the ILO, UNICEF and the GCSPP. Leveraging the strengths of these organizations it enhances synergies between the implementing partners, but also with international financial institutions and other development partners. Example of this on-going partnerships are presented in section 5.6 of this report. Furthermore, in September 2020, the ILO and UNDP Heads of agency signed a partnership to increase synergies at global and country levels in the area of social protection and its financing transition to formal economy, and adaptation to climate change/resilience. The Programme is also exploring ways to affiliate projects and

programmes financed by EU member states to create synergies across similar programmes**Angola:** In 2020, the IMF and the Project discussed the conduct of a comparative analysis of the cost between a social protection floor and the IMF's social spending floor. The Project will continue exploring with the IMF possible collaboration in the public finance management reforms.

Burkina Faso: The Project participates in the Development Partners' Group on Social Protection, led by the World Bank and bringing together the main external partners working in the field of social protection in Burkina Faso (UNICEF, ILO, WFP, FAO, EU Delegation, European Civil Protection and Humanitarian Aid Operations (ECHO), and in the government's sub-group of the Sectoral Framework for Dialogue on Employment, Labour and Social Protection. In addition, the Project is an active partner of the task Force on social registry which also brings together the World Bank, the WFP, ECHO and UNICEF. The Project also participates in the UN system's inter-agency committee on durable solutions discussing emergency measures for internally displaced persons with sustainable measures for access to economic activities, employment, basic social services and social protection. Finally, the Project leverages the ongoing strategic technical assistance provided by UNICEF through a project funded by the Sweden International Development Agency aimed at enhancing coordination and ensuring systemic results on all social protection areas.

Cambodia: The Project facilitated the partnership between the ILO, ADB and the ITC-ILO to jointly conduct the Social Budgeting training. Further partnership between the ILO and ADB is also envisioned in the development of a digital social protection strategy for Cambodia. The Project also facilitated the partnership between UNICEF and GIZ through the technical assistance provided on the COVID-19 Cash Transfer Programme. Partnership with ACCESS/DFAT was strengthened with regards to disability identification and system building for social protection of persons with disabilities. Further partnerships are envisioned with GIZ with regards to their more strategic engagement in social assistance system building as of 2021.

Ethiopia: The Project is engaging with the World Bank through the urban and rural productive safety nets and work on financing strategy for social protection (including the fiscal space analysis and a public expenditures review). The Swedish International Development Cooperation Agency (SIDA) is also a main partner that is collaborating on supporting the institutional development of the Ministry of Labour and Social Affairs. The Project has engaged bilaterally with key PFM actors, including the IMF and the UN Economic Commission for Africa, to forge partnerships that have proved useful in policy dialogue and information exchange. The work of the Project on the revenue side of PFM, fiscal space analysis and financing of social protection is of interest to development partners in the Macroeconomic Discussion Forum chaired by the IMF, and in which UNICEF is a member. In addition, the Project is actively engaging with the EU Delegation, other EU Member States, international financial institutions and UN agencies through the PFM Donors' Working Group where pertinent PFM related interventions are deliberated and action with the government are sought.

Nepal: Coordination has been established with strategic partners such as GIZ and UK-FCDO. Furthermore, efforts are being made in establishing strategic partnership with the World Bank to coordinate work around PFM related activities. A collaboration is also ongoing with Save the Children for training of CSOs and working with local authorities to ensure better coverage at ward level, especially for people with disabilities.

Paraguay: Strategic interactions was sought with the IMF in 2020, and will continue with the World Bank and the Inter-American Development Bank.

Senegal: The Project will seek further synergies with the strategic INFF programme through UNDP. The ILO, UNICEF and the EU Delegation are all members of the thematic group of social protection partners, of which the UNICEF and the EU have just taken the chair, following chair by the ILO and the World Bank. UNICEF and the EU Delegation are also members of the thematic group of public finance partners which includes the World Bank, the IMF, and the African Development Bank. Participation in these groups will strengthen the position of the Project in the area of social protection and PFM vis-à-vis the government. Finally, UNICEF and the World Bank jointly support the strengthening of the National Unified Registry as a core component of the social protection system, and jointly support the government to ensure a coherent strategy (including a graduation strategy) for ongoing social assistance programmes.

Uganda: The Project's partners work closely with development partners that are active in the social protection space, including Irish Aid, UK-FCDO, Swedish International Development Agency (SIDA), WFP and the World Bank. Furthermore, the Project worked closely with the World Bank and the IMF, particularly around the COVID-19 response, and pursued continuous technical collaboration and discussions with the World Bank, including on the nascent area of shock-responsive social protection. The most direct collaboration has been on the SIDA-funded UN Joint Programme between UNICEF and WFP focusing on child-sensitive social protection for refugees and host communities. Finally, the ILO coordinates with the World Bank around the implementation of the Labour Intensive Public Work (LIPW) scheme that targets workers in urban informal economy.

In countries of Approach 2, some strategic partnerships are being pursued too.

Bangladesh: The ILO has been working with the German Government since 2013, after the Rana Plaza building collapse, for introducing an employment injury insurance scheme. The German Government and its development cooperation organisations, i.e. GIZ and BMZ, are key partners to promote social insurance in the country.

Côte d'Ivoire: The ILO explores strategic partnership and collaboration with development partners especially UNICEF for interventions on costing, fiscal space and health coverage, World Bank on the extension of social security to workers in informal economy.

Malawi: The ILO works closely with WFP and UNICEF, and with development partners such as the EU, Ireland and the United Kingdom to accelerate the reforms on social protection. Further engagements with GIZ and World Bank are expected in 2021.

Myanmar: The government of Japan is a key partner of the promotion of unemployment insurance and active labour market policies in Myanmar, as well as in South East Asia. The ILO has just signed a one-year Japan funded project that will allow to intensify efforts on capacity building, communication, cross countries experience sharing, and a stronger focus on active labour market policies in Myanmar.

Nigeria: The ILO and WFP are exploring closer partnership to leverage on the experience of the partner to support the government in responding to the humanitarian context.

Sri Lanka: The ILO is playing an active role in the social protection results group and its technical committee, currently led by UNICEF and participation of other UN agencies including ILO, UNDP, WFP, and WHO, World Bank, IMF and other development partners.

Togo: The ILO and UNDP concluded a partnership to support the transition to the formal economy in Togo. This collaborative framework includes the extension of social protection to workers in the informal economy. Furthermore, Togo is one of the countries of the INFF programme, and further avenues for reinforcing the partnership between the Project and the INFF will be explored in 2021.

6.10. Budget implications

The Programme's overall expenditures and legal commitments accounts in total EUR 5,629,314.17, compared to an initial allocation of EUR 8,015,000.00. EUR 1,111,384.21 were allocated to the cross-country component of Approach EUR 1, 3,291,837.90 to the partner countries of Approach 1, and EUR 1,246,092.04 to the Approach 2 and its countries. The COVID-19 pandemic and its subsequent restrictions including on face-to-face meetings, travels and recruitment of international experts, as well as priorities put on the COVID-19 response, led the Programme management unit and country teams to adjust the calendar and modalities for implementation of the planned activities. The inception phase and first months of implementation of the Programme suggest some necessary adjustments of the budget of both the global component and country components to adjust to the evolving priorities, time frame and implementation modalities.

Therefore, the Programme management unit will seek to submit a formal request for amendment of Annex III of the agreement to account for changes already approved by the steering committee in 2020 as well as specific needs and adjustments required after the first year of implementation of the Programme.

6.11. Lessons learned – highlights

Bringing together the ILO's international social protection standards and expertise with UNICEF's expertise and country presence, as well as the GCSPF members' solid networks among the civil society and the EU technical expertise and budget support operations is already showing positive results in improving national social protection systems. However, this collaboration also requires a lot of coordination, time and good will on all sides to make operational and administrative processes of all implementing partners work together that are sometimes difficult to combine. Establishing strong and good relationships with all parties involved has been a key factor for the success of this collaboration so far, making it possible to find solutions also when countries were facing difficulties in the Projects implementation.

With regards to the focus of each country project in relation to the overall Programme, countries may not be able to address all of the objectives stated in the logical framework within the given time-frame and with the resources made available (policy design, implementation issues, gender, disability, shock-responsiveness, informal economy while maintaining the strong focus on public finance management) especially in the context of the shifting priorities brought by the COVID-19 crisis. As a result, during the inception phase and in the document that were approved by the steering committee in April 2020, each country project prioritized certain aspects in line with national priorities and circumstances. This is in line with the principles of demand-oriented interventions and ensuring country ownership but it also means that it is difficult to anticipate whether all the areas stated in the programme will be covered satisfactorily. This being said, the on-going evaluability assessment exercise tends to confirm that as a whole, all strategic objectives, results and indicators will be adequately covered, already through interventions of the eighteen country projects and two cross-country projects.

The COVID-19 context, restrictions on travels of international consultants, and need for rapid technical assistance from development partners highlighted the essential role of project teams in the country. Such presence allowed for actively engaging the programme with the governments and development partners in shaping the COVID-19 response. With this backdrop, the local project teams were reinforced in some countries, e.g. Angola, Nepal and Uganda. Depending on the country context and responsible staff, not all country teams had the same technical capacities to engage on the public finance management component compared to other aspects such as social protection policy and programmes' design and implementation. In terms of skills set, it proved difficult to recruit staff equally qualified on both social protection and public finance in some of the countries. In addition to close HQ and regional's backstopping to the country teams to reinforce work on social protection financing and PFM, the social protection and public finance experts of the programme based at the ILO and UNICEF headquarters will provide a staff training on social protection and PFM, in May 2021. In the meantime, seven international and national technical staff completed the ITC ILO E-learning on public finance for analysts (October-November 2020), covered by the ILO core budget.

The nature of the Approach 2 country interventions, i.e. short-term, therefore quick, and very specialized technical expertise, requires intensive technical backstopping, including by the Chief Technical Advisor of the Programme. Anticipating the addition of at least 5 to 10 new countries under Approach 2 in 2021, it would be advisable to hire an additional part-time staff to support the programme management, in particular activities related to communication and visibility, monitoring and evaluation, and knowledge management, in order not to penalize the delivery of technical services to countries. To adequately support country Project teams, including technical and management support to the country Projects, a coordinator was hired by UNICEF headquarters. UNICEF also used internal capacities on Public Finance for Children, communication and visibility, knowledge management and financial and contractual management at headquarters and at regional levels to support countries for the smooth implementation of the Programme. However, the requirements of such cross-country programme implies that the coordinator commits full time on the Programme.

Both implementing partners were able to work in synergy at country and global level to support country teams. However, despite successful results, the restrictions on travels due to the COVID-19 pandemic have made difficult the support provided through trainings and the engagement with national counterparts.

Several countries of the Programme are facing a second wave of the COVID-19 pandemic. Although governments appear reluctant to adopt measures for a second lock-down, an upsurge in cases may

lead to renewed restrictions resulting in a further increase in unemployment, informality and vulnerability. This second wave may possibly shift again government's priorities towards non-contributory cash transfer responses, thus postponing reforms for long-term and sustainable social protection systems.

From the review of the progress reports, some additional efforts will be needed to continue engaging the representatives of workers and employers in the implementation of the project. While it comes naturally in countries where social insurance reforms are being discussed through the Projects, workers and employers' engagement in debate on social protection financing and fiscal space is equally important as enforcement and sustainability of the fiscal reforms will rely on their buy-in and financial support through taxes and social security contributions.

6.12. Visibility & Communication

The steering committee approved the communication and visibility strategy of the overall programme in May 2020. Each country of Approach 1 also developed a clear strategy. In line with the communication and visibility strategy, the Programme management unit developed the following tools and products:

- The visual identity of the Programme with a professional design of a logo, which improves the clear demarcation of the Programme and enhances the capacity to communicate and make visible the Programme contribution to social protection and PFM results;
- A specific Programme website www.socialprotection-pfm.org which is regularly updated, in particular with information on the national launches, activities, on-going analytical work and preliminary achievements;
- The country teams regularly feed the two ILO tools: country pages and the Results Monitoring Tool (this transfer of data will become automatic in 2021);
- A promotional video that included interviews with government representatives from Ethiopia and Nepal;
- A social media package (including bank of images and hashtags and generic messages) with key messages in line with the approved communication and visibility plan, enhancing capacity to generate social media posts.

All the above tools and material are compiled under a communication and visibility guidance note for harmonized use of the visual identity of the Programme and acceleration of the communication and visibility activities at country level.

The SP&PFM Programme tweets for the launch event generated significant social media visibility of the Programme, receiving 68,5 thousand impressions, distributed between ILO's account dedicated to social protection @soc_protection, UNICEF's global specialized twitter channels on social policy @unicefsocpolicy and relations with EU institutions @UNICEF_EU. This reach was further amplified by additional tweets posted on ILO's @ilo and @ILOBrussels channels. Annex 3 provides examples of individual tweets, and their respective outreach statistics. As the Programme progresses, the Programme be further promoting progress updates and results achieved, as well as advocacy messages on the GCSPF, UNICEF and ILO channels.

In addition, the Programme management unit is creating visibility for the Programme at global level in various fora, in particular vis-à-vis other development partners. For example, the Programme was referred to during SPIAC-B and USP2030 meetings; in interaction with the Joint SDG Fund; in the context of the UNPRPD programme on disability-inclusive social protection; at the conference: Turning the COVID-19 crisis into an opportunity: What's next for social protection?; and at the French Government's High-level meeting on financing of social protection.

Finally, the major milestone communication and visibility activity in 2020 was the global launch of the Programme with over 245 participants and the interventions of the Minister of Labour of Ecuador, the Director General of Budget of Paraguay and a Commissioner of the National Plan Commission of Nepal. A joint press release was also published on the implementing partners' global websites during the launch of the Programme.

The Programme systematically monitors activities, results and impact through ILO's Results Monitoring Tool, that will provide an excellent basis for bringing evidence on the contribution of the Programme to systemic changes in the development of social protection systems and increased public resources for social protection, as well as the number of people covered, this monitoring progress towards achieving social protection related SDGs. In this sense, communication will therefore be evidence based.

However, maintaining and continuing increasing communication and visibility of the Programme, capturing results, documenting good practices and lessons learnt at county level, will require additional efforts, including dedication of human resources to this task.

► Annex 1. Progress against the monitoring and evaluation framework of the Global Action (summary table)

LOGFRAME OUTPUT REPORTING			
Results	Results Indicators	2020 milestone	2020 milestone statement
Increase the population's universal social protection coverage in partner countries preferably but not limited to those benefiting from EU funded budget support operations			
SO1: Improve partner countries' design and financing of social protection systems in support of their efforts towards SDGs 1 and 10.			
Result 1.1: Adequate, sustainable and gender-sensitive social protection financing through improved cross-sector co-ordination in coherence with national macro-economic, fiscal, digital and SDG strategies as well as diversification of sources of financing and increased fiscal space available for all social sectors to progressively achieving universal social protection.	1.1.1) Number of policy documents with an integrated/cross sectoral perspective on social protection, including related to fiscal, digital and SDG issues elaborated	4	Angola Social Action Policy was adopted and the Social protection Policy was approved. Nepal's National Integrated Social Protection Framework has been drafted and endorsed by the stakeholders- Imminent adoption. Uganda: Integration of Girls-Empowering-Girls initiative into the Kampala Capital City Authority (KCCA) Budget Framework Paper; Uganda: M&E Framework designed and actively implemented by KCCA.
	1.1.2.a) Number of policy documents with a gender-sensitive financing lens elaborated	>4	Angola Social Action Policy and Nepal's National Integrated Social Protection Framework include gender sensitive elements; Nepal: 2 budget briefs.
	1.1.2 b) Change in share of public social protection expenditure benefiting women or girls	Not available	This information will be available in a selected country starting from 2021.
	1.1.3) Number of requests received for technical assistance from partner countries and EU delegations concerning result 1.1 and ratio of TA activities been carried out (disaggregated by total number and eligible requests)	18 countries + 19 other proposals submitted but not selected for COVID-19 response under Approach 2	Examples: Senegal: improvement of Carte d'égalité des chances, gender-sensitive SP expenditure review; Ethiopia, Burkina Faso, Angola, Paraguay & Malawi: fiscal space analysis and financing options; Nepal, Côte d'Ivoire & Togo: Extension of coverage to workers in informal economy; Nigeria, Senegal & Cabo Verde: Extension of the National Social Registry to respond to COVID-19 and crisis; Cambodia: social budgeting work, family package design, identification of PWD, new EU-ILO-UNICEF project on social protection; Bangladesh, Peru, Ecuador, Myanmar, Sri Lanka: long-term unemployment/social protection schemes. Requests for TA related to the COVID-19 in 16 countries.

Results	Results Indicators	2020 milestone	2020 milestone statement
	1.1.4) Level of satisfaction of partner governments and EUDs with the TA outputs concerning result 1.1.	Not available	Country teams expressed good satisfaction of the support received by the PMU. However, no formal data collection to measure this indicator was carried out.
Result 1.2: Enhanced evidence and availability of tools that support national evidence-based decision-making and encourage supra-national coordination and benchmarking of good practices (including the portability of social entitlements as integral part of economic and labor policies, gender-sensitive and disability inclusive social protection), with participation of regional bodies as well as civil society organizations.	1.2.1) Number of SP, RBA and PFM tools applied with support of the Action.	Not available	This information will be reported for selected countries in 2021–22
	1.2.2) Number of research studies financially supported by the action (started / completed) distinguishing between action research and rigorous research studies and those that include gender and disability specific outcomes.	9	Multiplier effect of social protection study (in 9 countries, 4 of the project) Costing of disability social-inclusive social protection (with UNSPRD) Burkina Faso: 4; Ethiopia: 3; Cambodia: 1; Uganda: 1; Paraguay: 1; Nepal: 2 Peru: 1; Ecuador: 1; Myanmar: 1; Togo: 1
	1.2.3) Number of national policy makers participating in social protection knowledge sharing and coordination activities at supranational level (disaggregated by sex)	>283	More than 245 persons participated to the official launch of the programmes. Officials from all countries participated but the exact number is not available. 4 officials were directly involved in the launch event; 24 officials participating in ITC ILO courses on public finance or social security academy (cost shared with other ILO or UNICEF projects) Approx 10 government officials participated in the KCCA Research Symposium in December 2020 in Uganda
	1.2.4) Number of countries that improve the provision of data on social protection that are disaggregated and comply with international statistical standards and harmonized indicators with support of this Action.	3	Cambodia and Senegal (pilot for the ILO dashboard on SP statistics) Ethiopia
	1.2.6) Number of requests received for technical assistance from partner countries and EU delegations concerning result 1.2 and ratio of TA activities been carried out (disaggregated by total number and eligible requests)	>14 countries	Examples: Ethiopia: Social Security Inquiry, social protection policy eligibility assessment; Burkina Faso, Senegal, Ethiopia, Nepal, Uganda, Côte d'Ivoire, Togo, Sri Lanka: Socio-economic impact assessment of the COVID-19 pandemic.; Nepal, Ethiopia: social budget briefs; Togo, Nepal, Ethiopia, Peru, Ecuador, Bangladesh: Labour market analysis in view of implementing unemployment protection schemes; Cabo Verde: impact assessment of SP COVID-19 response; Malawi, Ethiopia, Peru, Ecuador, Nepal, Bangladesh: Actuarial study for extension of social security
	1.2.7) Level of satisfaction of partner governments and EUDs with the TA outputs concerning result 1.2	NA	

Results	Results Indicators	2020 milestone	2020 milestone statement
SO2: Support governments in implementing and monitoring effective gender-sensitive and disability-inclusive social protection systems and programmes for all while ensuring financial sustainability and macroeconomic stability.			
Result 2.1: Strengthened capacities of partner countries to achieve the best impact of diversified sources of funding for social protection, prioritizing women, children, persons with disabilities, informal economy and migrant workers.	2.1.1) Number of people receiving at least one social protection benefit through EU supported programmes, disaggregated by sex, age, disability and by type/domain of benefit	NA	The Action does not aim at providing direct benefit to beneficiaries. However, expansion of schemes and improvement of systems already led to increased numbers of people benefiting from social protection programmes, especially as part of the response to COVID19, including through EU supported programme (Ex. coordination with Bangladesh, Myanmar EU cash transfer COVID-19 response).
	2.1.2) Number of government representatives trained by this Action on social protection funding sources, prioritising women, children, persons with disabilities, informal economy and migrant workers (disaggregated by sex)	>12	Cambodia: Training on social budgeting
	2.1.3) Number of countries where programme administration and/or delivery systems are designed and operationalized with the support of the project	2	Cambodia, Nepal: improved identification mechanisms for persons with disability
	2.1.4) Number and proportion of targeted population who, as a result of this programme, is better informed of its entitlement and benefits under the applicable social protection system (by sex, age, people with disabilities, etc.	4	Cambodia, Nepal: information campaign at decentralized levels, improved awareness among persons with disability; Ethiopia, Uganda: campaign for registration to social security
	2.1.5) Number of requests received for technical assistance from partner countries and EU delegations concerning result 2.1 and ratio of TA activities been carried out (disaggregated by total number and eligible requests)	18	Examples mentioned above. In addition, examples of request received: Nigeria, Cabo Verde, Senegal: national social registry; Nepal: MIS of national social security fund; Cabo Verde, Paraguay: Campaign on social protection; Togo, Côte d'Ivoire, Senegal, Nepal, Uganda, Ethiopia
	2.1.6) Level of satisfaction of partner governments and EUDs with the TA outputs concerning result 2.1	N/A	

Results	Results Indicators	2020 milestone	2020 milestone statement
Result 2.2: Strengthened knowledge and technical capacities of partner countries at national and sub-national levels to plan, deliver, monitor and report on social protection programmes, with participation of training institutions and civil society.	2.2.1) Number of stakeholders trained on planning, delivery and monitoring of social protection programmes per year (by number of Identified entities, by number of people trained (total and per entity, disaggregated by sex)	>59	Ethiopia: 10 Cambodia: 28 (3 government officials and 20 25 PDoSVYs on programme-based budgeting) Paraguay: 3 Senegal: 16 Uganda: 2
	2.2.2) Number of multi-stakeholder dialogue events organized by the project to improve delivery and monitoring processes, (by country and region)	N/A	Several meetings in all 18 countries, including as response to the COVID-19 pandemic
	2.2.3) Number of requests received for technical assistance from partner countries and EU delegations concerning result 2.2 and ratio of TA activities been carried out (disaggregated by total number and eligible requests)	>18 countries + some of the 19 requests through the call for proposal in response to the COVID-19 of Approach 2	Requests for capacity building in these areas in all 18 countries. Examples: Cambodia, Senegal: Social budgeting and PFM; Senegal, Burkina Faso, Nepal, Uganda, Ethiopia, etc...: monitoring of SP, including indicators and statistics
	2.2.4) Level of satisfaction of partner governments and EUDs with the TA outputs concerning result 2.2.)	NA	
SO3: Assist partner countries in developing and applying shock-sensitive social protection programmes and systems adapted to the needs of those living in protracted fragility and crises, including forcibly displaced persons.			
Result 3.0: Increased capacities of partner countries in the context of emergencies, natural disasters, forced displacements, protracted fragility and crises to establish contingency plans and multi-year funding strategies to run adaptive social protection mechanisms.	3.0.1) Number of multi-year contingency plans and funding strategies drafted or improved with support of the project by country		Work on-going. Results will be reported in 2021 and 2022
	3.0.2) Number of SP programmes designed or reformed through the project that have improved their shock-responsiveness	>6	Burkina Faso: 1 Cambodia: 1 (COVID-19 cash transfer programme for ID Poor) Ethiopia: 2 (COVID-19 wage subsidy, Urban Productive Safety Net Programme) Uganda: 1 (Urban social protection programme) Paraguay: 1 (<i>jVamos!</i>)

Results	Results Indicators	2020 milestone	2020 milestone statement
	3.0.3) Number of relevant and country-specific briefs/papers/reports/ tools delivered to governments and social protection stakeholders on how to strengthen SP systems and programs how to establish contingency plans and multi-year funding strategies to run adaptive social protection mechanisms	>5	Burkina Faso: 2 (fiscal space analysis, unemployment insurance report) Cambodia: 1 (COVID-19 economic impact assessment) Ethiopia: 1 (socio-economic impact analysis of COVID-19) Burkina Faso, Senegal, Ethiopia, Nepal, Uganda, Côte d'Ivoire, Togo, Sri Lanka: Socio-economic impact assessment of the COVID-19 pandemic, recovery plans and recommendations for more shock-responsive social protection systems
	3.0.4) Number of requests received for technical assistance from partner countries and EU delegations concerning result 3.0 and ratio of TA activities been carried out (disaggregated by total number and eligible requests)	>16 countries +19 proposals not selected of Approach 2 call for proposals	16 countries of the project have been actively engaged in supporting the government's COVID-19 response.
	3.0.5) Level of satisfaction of partner governments and EUDs with the TA outputs concerning result 3.0.	NA	

► Annex 2. Progress against the monitoring and evaluation framework of the Global Action (country information)

LOGFRAME OUTCOME REPORTING

	Strategic objectives	Outcome Indicators	2020 milestone	2020 milestone statement
Overall objective	To increase the population's universal social protection coverage in partner countries preferably but not limited to those benefiting from EU funded budget support operations.	1) Percentage of the population covered by social protection floors/systems by sex, distinguishing children, unemployed persons, older persons, persons with disabilities, pregnant women with newborns, work-injury victims, poor and vulnerable (SDG 1.3.1)	–	Baseline information at the latest year available: Population covered by at least one social protection benefit (SDG 1.3.1): Approach 1: Angola: 10.5% (2019); Burkina Faso: 7.5% (2017); Cambodia: 6.2% (F:4.9%) (2017); Ethiopia: 7.4% (2019); Nepal: 17% (2018); Paraguay: 31.4% (2019); Senegal: 20% (2018); and Uganda: 2.8% (2018). Approach 2: Bangladesh: 28.4%; Cabo Verde: 39.2% (F:40.2%); Côte d'Ivoire: NA; Ecuador: 34.8% (F:22.1%); Malawi: 21.3%; Myanmar: 6.3%; Nigeria: 11.0%; Peru: 29.3%; Sri Lanka: 36.4%; and Togo: 23.2%. Source: World Social Protection Data Dashboard (https://www.social-protection.org/gimi/WSPDB.action?id=19); latest date available; F=Female coverage
		2) Distribution of income before and after taxes and social transfers (expressed as Gini coefficient)	NA	This information may need micro-simulations and was not estimated during the first year of implementation. However, this information is unlikely to be available.
Outcomes	SO1. To improve partner countries' design and financing of social protection systems in support of their efforts towards SDGs 1 and 10.	1.1) Number of social protection policy and programmatic documents, disaggregated by countries with mechanisms in place to enhance policy coherence of sustainable development (SDG 17.14.1)	>4	Angola Social Action Policy was adopted and the Social protection Policy was approved; Nepal's National Integrated Social Protection Framework has been drafted and endorsed by the stakeholders- Imminent adoption. Uganda: Integration of Girls-Empowering-Girls initiative into the Kampala Capital City Authority (KCCA) Budget Framework Paper; M&E Framework designed and actively implemented by KCCA.
		1.2) Number of new legislation and measures in place which expand social protection coverage that reflect core principles of international standards (UDHR, CRPD, R202, C102).	2	Cambodia: Family package programme Uganda: Urban social protection programme for adolescent girls

	Strategic objectives	Outcome Indicators	2020 milestone	2020 milestone statement
		1.3) Proportion of total government spending on essential services (education, health and social protection) (SDG 1.a.2)	NA	
		1.4) % ratio of the social protection expenditure to the total State budget (disaggregated by type of programmes/domain of benefits) ^[4]	–	<p>Angola: 2.1% of GDP (IMF); Burkina Faso (2020): 3.7% of State budget (national source); Cambodia: 0.9% of GDP (GSW Planned); Ethiopia: 0.7% (IMF); Nepal: 2.1% (National); Paraguay: 6.2% (ECLAC); Senegal: 3.3% (WB); Uganda: 0.7% (IMF).</p> <p>Bangladesh: 0.7% (IMF); Cabo Verde: 6.4% (IMF); Côte d'Ivoire: 1.2% (ILO, National, WB); Ecuador: 6.4% (IMF); Malawi: 5.2% (ILO, National); Myanmar: 0.8% (IMF); Nigeria: 0.7% (ILO, National, WB); Peru: 2.7% (ECLAC); Sri Lanka: 3.2% (ADB); Togo: 0.1 (GSW Planned).</p> <p>Source: World Social Protection Data Dashboard (https://www.social-protection.org/gimi/WSPDB.action?id=19); latest date available</p>
		1.5) Source of funding for social protection, distinguishing between domestic resources (disaggregated by social protection contributions and state budget) and external funding	NA	Not reported during the first year of implementation
	SO2. To support governments in implementing and monitoring effective gender-sensitive and disability-inclusive social protection systems and programmes for all while ensuring financial sustainability and macroeconomic stability.	2.1) Number of national schemes or programmes with improved administrative and delivery mechanisms or M&E frameworks as reflected in the related (new or revised) regulations, (new or revised) implementation manuals or (new or revised) M&E frameworks	>14	<p>Cambodia (2): Pilot for the ILO dashboard on SP statistics, COVID-19 cash transfer programme for ID Poor Households (Family Package).</p> <p>Ethiopia (4): POESSA, social protection monitoring instrument for MOLSA, Urban Productive Safety Net Programme and Rural Productive Safety Net Programme.</p> <p>Nepal (3): Social Security Fund, disability targeted SP programme, Beti Bachaw Beti Padoo.</p> <p>Paraguay (1): Vamos.</p> <p>Senegal (2): Pilot for the ILO dashboard on SP statistics and National Single Registry (RNU) for COVID-19 response.</p> <p>Nigeria (1): National Social Registry for COVID-19 response.</p> <p>Bangladesh (1): COVID-19 wage subsidy programme in garment sector.</p>

	Strategic objectives	Outcome Indicators	2020 milestone	2020 milestone statement
		2.3) Number and ratio of national social protection programmes, for which gender-disaggregated data and qualitative information on the programmes' gender and disability sensitivity are publicly available (by country, quantitative, qualitative information)	–	Gender disaggregated SDG 1.3.1: 3 countries (Cabo Verde, Cambodia and Ecuador). Proportion of persons receiving disability cash benefits to the number of persons with severe disabilities (SDG 1.3.1): Angola: N/A; Bangladesh: 18.3%; Burkina Faso: 0.3%; Cabo Verde: 30.1%; Cambodia: 70.1%; Côte d'Ivoire: N/A; Ecuador: 37.3%; Ethiopia: 1.3%; Malawi: N/A; Myanmar: 10.6%; Nepal: 17.3%; Nigeria: 0.1%; Paraguay: 16.2%; Peru: 7.3%; Senegal: N/A; Sri Lanka: 18%; Togo: N/A; Uganda: N/A. Source: World Social Protection Data Dashboard (https://www.social-protection.org/gimi/WSPDB.action?id=19); latest date available.
	SO3. To assist partner countries in developing and applying shock-sensitive social protection programmes and systems adapted to the needs of those living in protracted fragility and crises, including forcibly displaced persons.	3.1) Number of policy and programmatic documents that mainstream fragility- and shock-sensitive social protection approved	2	Angola: National Social Action Policy. Nepal: National Integrated Social Protection Framework (imminent approbation).
		3.2) Number of programmes with improved shock-responsiveness in line with population needs	>6	Burkina Faso: 1. Cambodia: 1 (COVID-19 cash transfer programme for ID Poor). Ethiopia: 2 (Rural and Urban Productive Safety Net Programme). Uganda: 1 (Urban SP programme). Paraguay: 1 (Vamos).
		3.3) Shock-related impact indicators ^[6]		

^[4] Using at least the following types (social assistance [disaggregated by social transfers, public works; fee waivers for basic health or education services; other including cash plus], social care, social insurance, active labour market policies.

^[6] The definition of these indicators is case-specific as they depend on the type of shocks and crises (forced displacements, armed conflicts, natural disasters, economic shocks) and consequent type of intervention.

► Annex 3. Communication and visibility

SP&PFM Programme visual identity



SP&PFM Programme website

www.socialprotection-pfm.org



- Video:

In English: <https://youtu.be/PMXI-RycGil>

In English with subtitles: <https://youtu.be/dh9hUH6-4vU>

In French: https://youtu.be/N-3_K013Pag

In Spanish: <https://youtu.be/SfvFLMdWWC8>

- Social Media:

@UNICEF_EU 01.12.2020 | Impressions: 15.6k | Engagement: 1.6%

Tweets on UNICEF specialized channel on Social Policy



<https://twitter.com/UNICEFSocPolicy/status/1333874834288369666>

Impressions: **1,274**
Engagement: **25**



<https://twitter.com/UNICEFSocPolicy/status/1333811651271913473>

Impressions: **960**
Engagement: **32**



<https://twitter.com/UNICEFSocPolicy/status/1333441289614995459>

Impressions: **1,696**
Engagement: **47**



<https://twitter.com/UNICEFSocPolicy/status/1332354189771628544>

Impressions: **2,464**
Engagement: **90**



<https://twitter.com/UNICEFSocPolicy/status/1331992105888206856>

Impressions: **2,690**
Engagement: **42**



<https://twitter.com/UNICEFSocPolicy/status/1334603960913715202>

Impressions: **2,846**
Engagement: **42**



<https://twitter.com/UNICEFSocPolicy/status/1336045465180188675>

Impressions: **2,394**
Engagement: **54**



<https://twitter.com/UNICEFSocPolicy/status/1337135203677069312>

Impressions: **716**
Engagement: **12**

Twitter Postings on UNICEF Office for Relations with EU institutions Channel (26 November 2020 – 2 December 2020)



https://twitter.com/UNICEF_EU/status/13318779293416202
24



https://twitter.com/UNICEF_EU/status/13323101142048399
38



<https://twitter.com/HGeigerEU/status/13330159310234828>
80



https://twitter.com/UNICEF_EU/status/13333943767106109
44



<https://twitter.com/Nwinderrossi/status/1333775339152166915>



https://twitter.com/UNICEF_EU/status/1333763518307463168



https://twitter.com/christina_bruin/status/1333775513693937666



https://twitter.com/UNICEF_EU/status/1333781388844101632



https://twitter.com/UNICEF_EU/status/1333787056959438859



<https://twitter.com/ILOBrussels/status/1333789028055859202>



https://twitter.com/UNICEF_EU/status/1333792162769604612



https://twitter.com/UNICEF_EU/status/1333795852469428226



https://twitter.com/soc_protection/status/1333799265533980676

First progress report of the SP&PFM Programme



https://twitter.com/christina_bruin/status/1333879885585141760



https://twitter.com/UNICEF_EU/status/1334056233540661254



<https://twitter.com/Nwinderrossi/status/1334638254990225410>

Posts on ILO Social Protection Twitter @soc_protection

(27 November 2020-14 December 2020)

Impressions: 38,5k | Engagement: 2.6%



https://twitter.com/soc_protection/status/1332297620472008705

Impressions: 3,126
Engagement: 104 (3.3%)



https://twitter.com/soc_protection/status/1333395931635527683

Impressions: 2,111
Engagement: 50 (2.4%)



https://twitter.com/soc_protection/status/1333706051364024320

Impressions: 4,759
Engagement: 185 (3.9%)



Retweeted



https://twitter.com/soc_protection/status/1334121543291592704

Impressions: 801
Engagement: 13 (1.6%)

First progress report of the SP&PFM Programme



https://twitter.com/soc_protection/status/1333794495511465984

Impressions: **881**
Engagement: **8 (0.9%)**



https://twitter.com/soc_protection/status/1333797908320116737

Impressions: **960**
Engagement: **11 (1.1%)**



https://twitter.com/soc_protection/status/1333799265533980676

Impressions: **2,751**
Engagement: **91 (3.3%)**



https://twitter.com/UNICEF_EU/status/1333792162769604612

Retweet



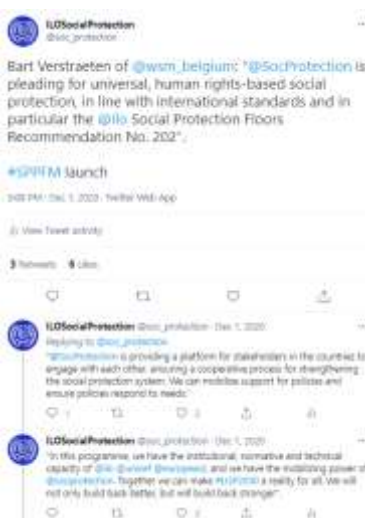
https://twitter.com/UNICEF_EU/status/1333781388844101632

Retweet



https://twitter.com/soc_protection/status/1333801535038390277

Impressions: **753**
Engagement: **32 (4.2%)**



https://twitter.com/soc_protection/status/1333805081024733186

Impressions: **952**



https://twitter.com/soc_protection/status/1333824744353910785

Impressions: **3,488**



https://twitter.com/soc_protection/status/1334403999672520710

Impressions: **1,922**

Engagement: 22 (2.3%)



https://twitter.com/soc_protection/status/1334810138587357184

Impressions: 3,061
Engagement: 67 (2.2%)

Engagement: 93 (2.7%)



https://twitter.com/soc_protection/status/1336230535174053893

Impressions: 7,703
Engagement: 127 (1.6%)

Engagement: 68 (3.5%)



<https://twitter.com/UNICEFSocPolicy/status/1336045465180188675>

Retweet



https://twitter.com/soc_protection/status/1336945496288415744

Impressions: 1,972
Engagement: 66 (3.3%)



https://twitter.com/soc_protection/status/1337736978201268226

Impressions: 2,227
Engagement: 49 (2.2%)



https://twitter.com/soc_protection/status/1338509380271083521

Impressions: 1,013
Engagement: 27 (2.7%)

Posts on ILO Social Protection Facebook @SPplatform

(6,979 followers by 15 December 2020) | Reach: 7,8k



<https://www.facebook.com/SPplatform/posts/4020081548005924>

Reach: 966
Engagements: 71



<https://www.facebook.com/SPplatform/posts/4028785023802243>

Reach: 483
Engagements: 46



<https://www.facebook.com/SPplatform/photos/a.832173606796750/4030803670267045/>

Reach: 525
Engagements: 17



<https://www.facebook.com/watch/?v=718037182173578>

Reach: 671
Video views: 229
Engagements: 62



<https://www.facebook.com/SPplatform/posts/4033515179995894>

Reach: **820**
Engagements: **46**



<https://www.facebook.com/SPplatform/posts/4036503999697012>

Reach: **521**
Engagements: **26**



<https://www.facebook.com/SPplatform/posts/4039768732703872>

Reach: **511**
Engagements: **11**



<https://www.facebook.com/SPplatform/posts/4048870198460392>

Reach: **1,499**
Engagements: **72**

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<https://www.facebook.com/SPplatform/posts/4058965207450891>

Reach: **959**
Engagements: **52**



<https://www.facebook.com/SPplatform/posts/4069543556393056>

Reach: **841**
Engagements: **69**

Posts on ILO Social Protection Instagram @socialprot3ction

(225 followers by 15 December 2020) | Reach: **575**



<https://www.instagram.com/p/CIQLygaBZM/>

Reach: **103**



<https://www.instagram.com/p/CIXwm0wh2Rw/>

Reach: **70**



<https://www.instagram.com/p/ClXwm0wh2Rw/>

Reach: 102



https://www.instagram.com/p/ClIb_Y4BBhY/

Reach: 101



<https://www.instagram.com/p/ClYlug6hnu4/>

Reach: 92



<https://www.instagram.com/p/ClOa1CLhmWP/>

Reach: 107

Other ILO social media accounts

Posts on ILO Brussels Twitter account @ILOBrussels



<https://twitter.com/ILOBrussels/status/1333327116604149761>



<https://twitter.com/ILOBrussels/status/1333695244815261697>



<https://twitter.com/ILOBrussels/status/1333789028055859202>

First progress report of the SP&PFM Programme



<https://twitter.com/ILOBrussels/status/1333805834980249603>

<https://twitter.com/ILOBrussels/status/1333841996151222287>

<https://twitter.com/ILOBrussels/status/1338761152482975745>

Posts on ILO Twitter account @ilo



<https://twitter.com/ilo/status/1338533034245632000>

<https://twitter.com/ilo/status/1338825392224874497>

Post on ILO Instagram account @iloinfo



<https://www.instagram.com/p/CI5FNrKh86w/>

- ILO, UNICEF and GCSPF Joint Press Release:
<https://www.unicef.org/press-releases/global-coalition-social-protection-floors-ilo-and-unicef-join-forces-expand-social>
https://www.ilo.org/secsoc/information-resources/WCMS_762713/lang--en/index.htm
- Press Release on UNICEF – EU website:
<https://www.unicef.org/eu/press-centre>



APPENDIX 1. CROSS-COUNTRY COMPONENT OF APPROACH 1



► A1.1. Executive summary

The cross-country component of Approach 1 of the Social Protection and Public Finance Management Programme aims to:

1. Provide overall management, technical backstopping, monitoring and coordination support to the countries where the Programme is implemented; this includes ensuring a more harmonized support to the development of social protection – including during COVID-19 –, and building evidence on the contribution of the Programme to SDG 1.3 in its two dimensions (systemic changes and impact on people);
2. Facilitate knowledge development and learning on social protection – including its financing, PFM, and COVID-19 responses – through the documentation of country experiences, and the development of methodologies and tools related to policy design, implementation, financing and PFM, as well as the development and dissemination of Increase efficiency through the provision or development of coordinated approaches on social protection and PFM, including in the context of the COVID-19 recovery, by developing ILO-UNICEF-GCSPF training materials (e.g. on social protection and PFM), advocacy and communication materials;
3. Implement the research component of the Programme that aims at building the investment case for social protection, including for improved crisis-preparedness;
4. Ensure strong visibility of the results of the Programme at national, regional and global levels by implementing global communication activities and supporting countries in the development of national and regional communication inputs.

Key achievements in 2020 with regards to these objectives include:

- o set-up of the various coordination and management structures and tools of the Programme: Steering Committee, Operational Committee of Approach 2, Advisory Board, and Programme Management Unit (including with recruitment of the programme management staff at ILO and UNICEF headquarters), organization of a Programme's inception workshop in Brussels in December 2019, Communication and Visibility Strategy and the Evaluation Plan;
- o set up of the eight country projects under Approach 1: project documents, including work-plans, logical frameworks,¹⁸ budgets and project documents finalized and approved by the Steering Committee, project teams recruited and operational, coordination, monitoring¹⁹ and communication structures put in place;
- o formalization of the GCSPF role in the Programme through an implementation agreement for the whole duration of the programme;
- o in-depth technical and management backstopping and guidance provided to countries for launching activities, communication and visibility, reporting requirements and programme technical and financial implementation modalities, in particular as regards joint implementation and cooperation between UNICEF, ILO, EU delegations and GCSPF;²⁰
- o technical inputs provided to meetings with national stakeholders, terms of reference, preliminary reports, policy briefs, and other products and analytical work of country projects upon request;

¹⁸ Each logical framework of the partner countries include baseline and target indicators. Progress towards the achievement of the results are monitored through the ILO Results Monitoring Tool:

<https://www.social-protection.org/gimi/MonitoringTool.action>.

¹⁹ The country Projects results are regularly reported into the ILO Resulting Monitoring Tool.

²⁰ The GCSPF is partner of the SP&PFM Programme's implementation in four countries: Cambodia (through Oxfam), Nepal (through WSM), Senegal (through WSM) and Uganda (through HelpAge), in addition to the cross-country component of Approach 1 of the Programme.

- o support to countries of the programme to design and implement the social protection related-response to the COVID-19 pandemic;
- o support to countries to improve projects' strategies and create synergies with other development partners, including EU Member States, UN agencies, International Finance Institutions, and existing social protection and public finance initiatives to achieve the Programme's results;
- o scoping of training needs and interests across the projects and development of a training plan on social protection, financing of social protection and PFM;
- o launching of a global research project, implemented in collaboration with the University of Sao Paulo, on economic multiplier effects of social protection expenditure, with nine country cases: Angola, Cabo Verde, Equateur, Malawi, Mexico, Pakistan, Paraguay, Senegal, and Viet Nam;
- o preparing for the M&E activities of the Programme, in particular as regards the mid-term evaluation and evaluability assessments;
- o implementation of communication and visibility activities in line with the related approved strategy, including the development of the visual identity of the SP&PFM Programme, the organization of a virtual launching event in December 2021, and related social media postings, the development of the Programme's own website, the production of a video on the Programme, the production of a C&V guidance package for the country projects' teams;
- o supporting country teams for engagement with EU delegations on leveraging existing country budget support programmes (Paraguay, Senegal and Nepal) and supporting the scoping and design of new budget support (Ethiopia, Cambodia).

► A1.2. Budget/Planning information

Project budget in EUR:	3,206,948		
Project duration in months:	44	Planned	Actual
Project start date:		October 2019	October 2019
Project end date:		May 2023	May 2023

► A1.3. Summary outputs

A1.3.1. Output delivery²¹

Output	Output status	Output summary
Outcome 1: Improve partner countries' design and financing of social protection systems in support of their efforts towards SDGs 1 and 10		
1.1. Enhanced evidence and availability of tools that support national evidence-based decision-making and encourage supra-national coordination and benchmarking of good practices (including the portability of social entitlements as integral part of economic and labour policies, gender-sensitive and disability inclusive social protection), with participation of regional bodies as well as civil society organisations	On schedule	<p>The cross-country component of the Programme provided and ensured:</p> <ul style="list-style-type: none"> – extensive guidance for the development of the project documents for countries of Approaches 1; – overall support to the project management at country level (recruitment, adjustments and responses to the COVID-19, communication and visibility, meetings to overcome challenges, preparation of 2020 and 2021 work plans, Results Monitoring Tool training and follow up, leading to the preparation of ILO country pages); – support to all eight countries for reporting on the EU grant, monitoring budget and preparing the financial report; – guidance on mainstreaming PFM in country projects' implementation in all eight partner countries; – development and implementation of the communication and visibility strategy (More details provided below), including at country level; – adoption of the evaluation plan and preparation of the evaluability assessment. First results expected in June 2021; – inputs to the development of the ISPA financing tool <ul style="list-style-type: none"> – Application of the SPOTT/ABND tool in one country in 2020 (Paraguay), two more countries expected in 2021; – adoption of the TOR and preparation of the launch of the advisory group that will contribute to supra-national coordination; – launched the research on multiplier effects. Four out of nine countries (3 countries of Approach 1, 1 of Approach 2) have already submitted their data sets and first results are expected for summer 2021; – established contacts and networking with UNPRPD financed programme on disability-inclusive social protection (follow-up activities in Senegal) and the SPIAC-B Gender Working Group to improve disability-inclusiveness and gender-responsiveness of the partner countries' social protection systems and programmes; – technical guidance to preparation of a paper on financing of disability benefits; – contributed to the development of the ILO Quantitative Platform on Social Security – Social Security Inquiry (SSI), in particular through two pilot countries: Cambodia and Senegal (https://qpss.ilo.org:9090/). <p>The cross-country component also provided inputs to the following country interventions:</p> <ul style="list-style-type: none"> – Angola: support to project coordination, including strengthening of the PFM component and engagement with the EU and Ministry of Finance. – Burkina Faso: support to the feasibility study for an unemployment insurance scheme, and support to the improvement of country project coordination, including dialogue with the Government for project official endorsement.

²¹ Based on the Implementation Plan.

Output	Output status	Output summary
		<ul style="list-style-type: none"> – Cambodia: support to the mainstreaming of PFM in the project for instance by Strengthening capacity on social budgeting. – Ethiopia: Social Protection Policy Eligibility Assessment for the EU Delegation; comments on the TOR for the review of financing options for the social protection system; TOR and technical guidance for the Social Security inquiry; and support to the brief on Mitigating the socio-economic impacts of COVID-19 in Ethiopia, with a focus on vulnerable groups. – Nepal: sharing samples of other national social protection policy and providing guidance. – Paraguay: ToRs for the ABND/SPPOT and financing options for social protection. – Senegal: ToRs for gender and disability review of social protection to improve inclusion of those considerations in the SP system; inputs to TORs for the study on improving the social protection programme for people with disability. – Uganda/Ethiopia: ToRs of the diagnostic for the social protection extension to workers in the informal economy to inform policy reforms, and support to programme coordination.
Outcome 2: To support governments in implementing and monitoring effective gender-sensitive and disability-inclusive social protection systems and programmes for all while ensuring financial sustainability and macroeconomic stability		
2.1. Strengthened capacities of partner countries to achieve the best impact of diversified sources of funding for social protection, prioritizing women, children, persons with disabilities, informal economy and migrant workers and Strengthened knowledge and technical capacities of partner countries at national and sub-national levels to plan, deliver, monitor and report on social protection programmes, with participation of training institutions and civil society.	On schedule	<p>The cross-country of the Approach 1 of the Programme:</p> <ul style="list-style-type: none"> – explored training needs, in particular as regards public finance management- Training outline developed. Participation of project staff in the ITC ILO course on public finance. <p>It also provided inputs to the following country interventions and products:</p> <ul style="list-style-type: none"> – Nepal: support to improving the MIS of the national social security fund. – Ethiopia: support to the actuarial study of POESSA and PSSA.
Outcome 3: Assisting partner countries in developing and applying shock-sensitive social protection programmes and systems adapted to the needs of those living in protracted fragility and crises, including forcibly displaced persons		
3.1. Increased capacities of partner countries in the context of emergencies, natural disasters, forced displacements, protracted fragility and crises to establish contingency plans and multi-year funding strategies to run adaptive social protection mechanisms	On schedule	<ul style="list-style-type: none"> – Support to country projects to re-orient their activities and support the governments in responding to the COVID-19 crisis. – Learning from the lessons and experiences in deploying emergency social protection responses during the COVID-19 pandemic, the SP&PFM Programme will update the EU SPaN Guidance Package for strengthening shock-responsiveness of the social protection systems across the partners countries.

A1.3.2. Outputs: Overall delivery assessment²²

<input checked="" type="checkbox"/>	Highly satisfactory Implementation of almost all (>80%) outputs is on schedule as envisaged in the implementation plan and almost all (>80%) indicator milestones have been met.	<input type="checkbox"/>	Satisfactory Implementation of the majority (60–80%) of outputs is on schedule as envisaged in the implementation plan and the majority (60–80%) of indicator milestones have been met.
<input type="checkbox"/>	Unsatisfactory Some (40–60%) outputs are being implemented on schedule as envisaged in the implementation plan and/or only some (40–60%) indicator milestones have been met.	<input type="checkbox"/>	Very unsatisfactory Few (<40%) outputs are being implemented on schedule as envisaged in the implementation plan and/or only a few (<40%) indicator milestones have been met.

²² This is a self-assessment.

► A1.4. Summary outcomes

A1.4.1. Outcome achievement²³

Indicator	Baseline (before project start)	Indicator Milestone (compare planned against actual)	Target (end-of-project goal)	Immediate Outcome summary
Outcome 1: Improve partner countries' design and financing of social protection systems in support of their efforts towards SDGs 1 and 10				
Number of social protection policy and programmatic documents backstopped and supported, disaggregated by countries	0	4 Nepal (support to the social protection policy) Paraguay, Ethiopia (financing options for social protection – on going) Ethiopia (Eligibility assessment)	10	On track: most milestones met
Number of research studies financially supported and/or backstopped (started/completed) distinguishing between action research and rigorous research studies and those that include gender and disability specific outcomes as well as those that address questions regarding resilience of SP systems, shock-responsiveness or working across the development-humanitarian nexus	0	3 action research: – Ethiopia + Uganda: Diagnostic of Social protection system – Senegal gender and disability review – 1 rigorous research: Multiplier effect study	10 action research 1 rigorous research	
Number of tool applications supported by the action, distinguishing tool applications that are implemented interagency and tool-applications that focus on assessments in the COVID-19 crisis context	0	2 SSI in Ethiopia SPPOT/ABND in Paraguay	8	
Number of tools developed or revised by the action, distinguishing tools that include consideration of resilience, shock-responsiveness or SPaN	0	0	3	

²³ Based on the M&E plan.

Indicator	Baseline (before project start)	Indicator Milestone (compare planned against actual)	Target (end-of-project goal)	Immediate Outcome summary
Number of requests received for technical backstopping from approach 1 countries concerning result 1.2, distinguishing requests related to COVID-19	0	9 as per listed above	4	
Number of regional and global meetings/workshops/conferences supported, distinguishing those that include COVID-19 response or recovery topics	0	2 (inception workshop and Launch event)	4	
Monitoring, reporting and evaluation implemented, including evaluability review, final project evaluation, annual reports and workplans	0 evaluability reviews 0 evaluation reports 0 progress reports 0 final report	0 evaluability reviews 0 evaluation reports 1 inception report 1 progress report 0 final report	1 evaluability reviews 1 evaluation report supported 1 evaluation report produced 2 progress reports 1 final report	
Level of satisfaction of partner governments and EUDs with the management and coordination of the action at global level	n.a.	n.a.	Evaluation report	
Outcome 2: To support governments in implementing and monitoring effective gender-sensitive and disability-inclusive social protection systems and programmes for all while ensuring financial sustainability and macroeconomic stability				
Number of governments supported	0	8	8	On track: most milestones met
Number of national policy makers participating in social protection knowledge sharing and activities at supranational level (disaggregated by sex), distinguishing activities related to COVID-19	0	20 10 Ethiopian, 4 Paraguayan, 2 Ugandan, 4 Senegalese representatives participated to the ITC ILO course on public finance or social security academy (cost-shared with other ILO and UNICEF projects)	200	

Indicator	Baseline (before project start)	Indicator Milestone (compare planned against actual)	Target (end-of-project goal)	Immediate Outcome summary
Outcome 3: Assisting partner countries in developing and applying shock-sensitive social protection programmes and systems adapted to the needs of those living in protracted fragility and crises, including forcibly displaced persons				
Number of governments supported in response to COVID-19	0	18	20 (disaggregated by type of vulnerabilities covered by the assistance provided (children, women, elderly, work status, displacement))	On track: most milestones met
Number of countries that introduced shock-sensitive mechanisms in their social protection systems or programmes' design making specifically reference to the social protection guidance developed by the EU or one of the implementing partners	0	6 (Angola, Cambodia, Nepal, Senegal, Ethiopia, Uganda)	12	
Number of Operational Notes of the EU Guidance Package on Social Protection across the Humanitarian-Development Nexus revised/added by the project	0	?	3 revised/2 supplementary notes developed (to be revised to "1 revised")	

A1.4.2. Achievement of the project outcomes

<input type="checkbox"/>	Highly probable Almost all (>80%) reporting period milestones have been met. Based on the indicators and risk assessment, it is highly probable all outcomes will be achieved by the end of the project.	<input checked="" type="checkbox"/>	Probable The majority (60–80%) of reporting period milestones have been met. Based on the indicators and risk assessment, it is probable the majority of outcomes will be achieved.
<input type="checkbox"/>	Low probability Some (40–60%) reporting period milestones have been. Progress is being made on the outcomes but based on the indicators and risk assessment only some outcomes will be achieved.	<input type="checkbox"/>	Improbable Few (<40%) reporting period milestones have been met. Limited progress is being made on the outcomes and based on the indicators and risk assessment only a few outcomes will be achieved.

► A1.5. Narrative report: Managing for results

A1.5.1. Progress summary

Programme staff

The SP&PFM Programme is managed globally by a full-time Chief Technical Advisor at ILO and a full time Programme coordinator at UNICEF, supported by a part-time Social Protection Specialist and Public Finance Expert (ILO), and a Public Finance for children specialist (UNICEF) as well as an administrative and financial staff at ILO. The Approach 1 of the Programme is supported by experts at respective headquarters and regional offices notably through UNICEF Social Policy Unit and Public Partnerships Division, the ILO Global Technical Support Facility composed of a Public Finance Expert, Actuary Expert, Management Information System Expert, and Legal expert (all being cost-shared with other ILO projects). At country level, a total of 15 international or national technical staff, eight support staff and short term consultants have been recruited (some of them part time) to implement activities in the eight project countries. In addition, a number of ILO and UNICEF staff, paid from other sources, also provide in-kind support for overall management and technical backstopping of the country projects and the global component.

Management arrangements

The ILO chaired the Programme Steering Committee throughout the reporting period and organized periodical meetings for the approval of the project documents as well as to discuss progress of the Projects and the Programme as a whole. Between Steering Committee meetings, ILO and UNICEF, and GCSPF, closely coordinate their activities through calls and e-mails several times per week. Implementing partners worked closely and in synergy to ensure smooth coordination of the Programme and effective support to country teams. Joint ILO-UNICEF-GCSPF calls were organized with country teams to provide support to country projects coordination, management, monitoring and communication and visibility. In addition, each implementing partner organized internal monitoring mechanisms to assess country project progresses for ensuring a smooth implementation.

The Programme management unit maintains regular communication with the team of Unit B4 of DG-INTPA, either through calls or emails. In particular, very close interaction took place to coordinate the organization of the global launch event and the communication and visibility activities and outputs, as well as for the preparation of the terms of reference of the mid-term evaluation and the evaluability assessment.

The inception workshop organized in December 2019 was attended by senior level staff of implementing partners' headquarters, highlighting high-level commitment for the programme management and coordination. In addition, frequent virtual meetings with the country teams (both

jointly and bilaterally) and exchanges via e-mails served to ensure a common understanding of the Programme, clear communication of expectations regarding project implementation, coordination among implementing partners, monitoring and reporting (including country training to use the ILO Results Monitoring Tools), communication and visibility.

Following the agreements with the GCPSF members affiliated to the Programme and the approval and finalization of the country project documents (including project document, budget, logframe and workplan), the compilation and approval of the inception report was an important milestone in 2020.

The Programme management unit is also in the process of organizing the first meeting of the Programme's Advisory board and was already able to confirm a number of leading experts on social protection and PFM to participate in the board.

The inception phase and first year of the Programme contributed to increased coordination and improved collaboration between ILO, UNICEF and civil society organisations at global level and in Programme's countries. For example, other ILO projects are exploring similar collaborations with members from the Global Coalition for Social Protection Floors (GCSPF) (e.g. Sudan, oPt, Peru). The project also built on existing strong presence and trust of implementing partners at country level and created linkages with existing ILO, UNICEF and GCSPFs led initiatives in countries, including strategic partnerships on social protection and public finance management with other international organizations (e.g. UNDP around the question of extension to informal economy workers and the Integrated National Financing Framework), IFIs (in particular the World Bank, Asian Development Bank and the IMF) and governments (mainly ministries of finance and ministries of social welfare). The Programme is also improving cross-sectoral coordination leveraging on implementing partners expertise in different sectors to make the systems more gender and disability inclusive and link it to efforts in other social sectors, to ensure systemic results.

Communication and visibility

The Programme management unit compiled a communication and visibility package for global level C&V activities and to guide countries in establishing a coherent visual identity for the Programme. The package included the C&V strategy, guidance on the graphic and visual identity, the Programme's website, a video introducing the programme, ppt and word templates and guidance for social media postings. A Programme's brochure and quarterly newsletter as well as C&V tools are now being developed. A milestone of the C&V achievement in 2020 was the organization of the global launch of the programme on 2 December 2020, attended by 245 participants. The event was widely disseminated on the social media. The website of the Programme (www.socialprotection-pfm.org) was developed by the Programme management unit and is regularly updated by the country teams. Support is provided by the Programme management unit on training and review of content and materials to be uploaded on the website. Country teams are requested to regularly update the website, and twitter posts allowed to ensure visibility of the Programme to a large audience. Furthermore the regular update of the ILO Results Monitoring Tool allows for on-line posting of the Programme's results (an automatic link will be established with the SP&PFM Programme website) as well as visibility of the Programme's contribution to institutional changes and achievement of the SDGs related to social protection in the partners countries.

Stronger focus on public finance management

Overall and in addition to concrete progress on strengthening social protection and PFM in the programme countries, the programme is already contributing to a marked change among development partners working on social protection with regards to their recognition of public finance management and sustainable financing as an important element in their work on extending social protection. The project has participated in a number of global events related to social protection financing²⁴ and provided inputs to the development of a number of global policy briefs²⁵ and is actively engaging at global and national levels with strategic partners such as the IMF, the World Bank, and with multiple

²⁴ Turning the COVID-19 crisis into an opportunity: What's next for social protection? In October 2020; High level Event on social protection financing, organized by the French government in September 2020.

²⁵ ILO Spotlight briefs on Investing better and Investing more.

partners in Integrated National Financing Framework (INFF) projects. Through UNICEF and ILO headquarters and Regional offices, the Programme acted to raise the profile of social protection as a key response to the COVID-19 crisis, including through involvement in a SPIAC-B social protection financing sub-group.

The COVID-19 pandemic has led to an unprecedented increase in emergency public spending, including social protection responses. However, many of these responses were short-term in nature which, combined with the reduced government revenue from the economic impact of COVID, has raised concerns about fiscal consolidation and cuts to social protection and other social services, before the crisis fully subsides. The Programme is supporting governments to emphasize the economic case to maintain resources for social protection, identify a financing strategy and strengthen public financial management to execute the budget allocated efficiently, effectively and improve accountably.

Global research

The Programme launched a research project on multiplier effects of social protection expenditures on the level of economic activity in nine countries. This research is an important contribution to the debate on the economic case for social protection expenditure. Following a review and selection process, the Programme commissioned the Fundação Instituto de Pesquisas Econômicas (FIPE) of Brazil, supported by the University of Sao Paulo, to undertake the study. The nine countries include (countries financially covered through the SP&PFM Programme are underlined):

- Africa: Angola, Senegal, Cabo Verde, Malawi
- Latin America: Ecuador, Mexico, Paraguay,
- Asia: Viet Nam, Pakistan.

To date, data collection is completed in Ecuador, Mexico, Pakistan, and Paraguay, and well progressing in Malawi and Viet Nam. The data are being reviewed and processed by the research institute. Preliminary results will be available by June 2021.

Technical services to countries

The Programme management unit, together with experts at headquarters notably through the Global technical facility based at the ILO Headquarters and Sub-regional Decent Work Teams, as well as UNICEF Headquarters Social Policy Section, Public Partnerships Division and Regional offices, provided advisory services and technical support to the countries of the Programme, notably on questions related to social protection financing and PFM, extension to informal economy, management information, delivery systems, social protection for people with disabilities, shock responsive social protection, communication and visibility, grant management, financial reporting, etc. This is done through regular calls, comments on terms of reference, draft studies and participation in meetings with stakeholders.

A1.5.2. Evaluations, reviews and monitoring

During the inception phase, the Programme management unit supported the country teams in developing their project's monitoring and evaluations frameworks, including baseline indicators and targets. The ILO World Social Protection Database²⁶, which is the database to report progresses towards achieving SDG target 1.3, provides comprehensive statistics on social protection coverage including detailed information at the country level. It will be used to inform the Programme's indicators and targets. The World Social Protection Database is regularly fed by the results of the Social Security Inquiry data platform, to which the Programme contributed through the two pilots in Cambodia and Senegal. The Programme management unit is now following up closely with country teams to collect information on activities implemented and progress achieved to date including data for communication and visibility of Programme results. The Programme uses the Results Monitoring Tool of the ILO's Flagship Programme on Building Social Protection Floors, which allows reporting on

²⁶ <https://www.social-protection.org/gimi/WSPDB.action?id=32>

activities, results and impacts and help not only to monitor the progress of each country project but also build evidence on its contribution to the SDGs. The Results Measuring Tool also feeds the ILO country pages (18 have been completed²⁷) and ILO thematic pages (one of which under development will focus on financing social protection). These country and thematic pages are used by the ILO to share information and its vision for the development of social protection, as well as examples of concrete country and thematic interventions. They are also used as part of the ILO's Flagship Programme on Building Social Protection Floors to engage partners on some concrete country and thematic entry points of the SP&PFM Programme. The feedback and comments on the inception reports were followed by two meetings with all country teams to discuss options for addressing some of the shortcomings of the inception phase. Similarly, the country teams were briefed through two meetings when launching the process of preparation of the narrative and financial progress reports. In addition, the Programme management unit is now consolidating the global framework of the Programme as part of the evaluability assessment. Finally, the Programme management unit provided comments on the terms of reference of the mid-term evaluation. The Programme management unit also prepared and is now managing the evaluability assessment. The preliminary results of the evaluability assessment will be shared in April 2021.

A1.5.3. Main challenges, risks and corrective action

Coordination costs

The work required for coordinating activities and approaches across all implementing partners is much more time-intensive than anticipated, causing delays on other items. This is mediated by setting up more routine processes for coordination and contracting some activities, e.g. part of the communication and visibility activities were contracted to consultants.

COVID-19 pandemic

The COVID-19 pandemic brought unprecedented challenges in implementing the Programme. The COVID-19 outbreak and subsequent restrictive measures coincided with the start of the project implementation, at time where recruitments should have taken place and national steering committees implemented. As a result, such context required adjustments in the modes of delivery of certain activities, in particular workshops, trainings and conference which took place remotely; however, in some cases with less impact in terms of building national stakeholders' ownership on the interventions and national dialogue process. In particular, the training on PFM and social protection financing requested by country teams had to be postponed and will now take place as an on-line training starting in May 2021. Travel restrictions also limited the capacity of the implementing partners to provide in-country support when needed. Some countries also encountered challenges in recruiting staff given the COVID-19 restrictions.

This being said, the COVID-19 crisis also created an environment to discuss more in-depth the adaptation of the social protection systems to crisis, and this in particular in six of the eight countries of Approach 1. However, the Programme management unit would like to propose a reformulation of the indicator to more easily track the progress: *Number of countries that introduced shock-sensitive mechanisms in their social protection systems or programmes' design making specifically reference to the social protection guidance developed by the EU or one of the implementing partners*. Also, it may be advisable to reformulate the third indicator of the Outcome 3 from 3 to 1 revision of the Operational Notes of the EU Guidance Package on Social Protection across the Humanitarian-Development Nexus.

A1.5.4. Opportunities and corresponding strategy adjustments

Social protection has gained more attention resulting to be key in supporting the response to the COVID-19 crisis, and created new openings to advocate for the State's responsibility in providing social protection and the importance of shock-responsive and universal social protection systems. As examples, the Programme already contributed technically to the formulation of new project opportunities in Cambodia, Burkina Faso, Côte d'Ivoire and Senegal, respectively funded by the EU

²⁷ <https://www.social-protection.org/gimi/ShowCountryProfiles.action?ctx=0>

Delegation, the government of Belgium and France. The programme also contributed to support the EU Delegations in designing the new 7-year budget support plans (e.g. Ethiopia, Nepal, Senegal).

The public expenditure expansion required to address the COVID-19 crisis has shifted the global discourse towards the financial capacity of countries and their fiscal space for expanding social protection, including as part of the immediate COVID-19 response and to ensure an inclusive recovery. For example, this issue is now prominently discussed in SPIAC-B, USP2030, or other development fora. The debate on public expenditures and public finance management has been reinvigorated with the revival of the UN Finance for Development discussion forum, accelerated efforts to implement the Integrated National Financing Frameworks (INFFs), and emergency funding from IMF and World Bank. This emphasizes the timeliness and relevance of the Programme, which should use current political momentum to build stronger links between social protection, financing and PFM to contribute to the implementation of rights-based and robust social protection systems. The programme should help building a common roadmap on investing more and better in social protection where: (1) countries increase their domestic resource mobilization for social protection; (2) additional financial support (e.g. from the EU delegations and IFIs) is used to build national capacities to create more fiscal space for social protection, and is aligned with national policy priorities (e.g. discussed in INFF processes); (3) countries invest not only more but also better, by systematically applying guiding principles of international standards, in particular the ILO's Recommendation on social protection floors, 2012 (No. 202) in all policy decisions related to financing social protection, with a specific emphasis on promoting social dialogue and solidarity in financing, among others.

A1.5.5. Contribution of the Project to the COVID-19 response

The Programme was designed before the COVID-19 crisis, but was able to swiftly adapt to provide support to the response in all partner countries. This showed the relevance of the Programme, in particular on shock responsiveness and inclusion given the huge health and social impacts COVID-19 has on the most vulnerable, including workers in the informal economy particularly hit by the crisis.

The cross-country component of the Approach 1 contributed to the COVID-19 response by providing technical advice to countries to re-orient and develop new activities in response to the crisis. More specifically, the Programme management unit organized two meetings with all country teams to discuss the challenges posed by the COVID-19 situation and subsequent adjustments in the workplan, as well as actions for re-orienting the projects' support towards the COVID-19 response. The Programme's support to partner countries for their immediate COVID-19 response included guidance to the design, modelling and costing of different schemes, exploring financing options and coordinating different partners to scale-up, expand or strengthen existing schemes. The eight country projects' contribution to the COVID-19 social protection responses is reflected in each country progress report.

A1.5.6. Specific interventions related to public finance management

Public Financial Management is a technical issue that is gaining significant strength and credibility. PFM is at the core of the discussions to increase financing and efficiency of spending for achieving the Sustainable Development Goals by 2030. For this reason, the Programme intends to strengthen partnership with a number of key actors in PFM. The ILO and UNICEF are participating in Clusters 1 and 2 of the Secretary General's initiative on Financing for Development under COVID-19 and beyond, to advance the agenda on social protection financing including in the context of the crisis response and recovery. Furthermore, the Programme management unit participated in a number of ILO and IMF meetings at global level in view of strengthening the collaboration in selected countries. In addition, the Programme continuously encourages in-country Projects' staff to actively participate in donor coordination groups on public finance. Similarly, the Programme is discussing with UNDP on how to share experiences and tools that could contribute to the implementation of the INFFs and ensure that INFF processes include Ministries of Labour, Social Security Institutions and social partners.

The Programme is also currently contributing to the development of a new approach on investing more and better that will guide country interventions and the development of the cross country thematic approach on financing social protection and PFM for social protection. This approach will be used in the second phase of the ILO Flagship Programme on building social protection floors for all. This approach aims to: (1) support of the increase in domestic resources for social protection; (2) link

international financial assistance to priority social protection policy areas to temporarily complement and levy capacities for mobilizing additional domestic resources; (3) ensure that countries not only invest more but also better by applying international standards and guiding principles in all decisions pertaining to social protection financing and PFM. To implement selected aspects of this approach, the SP&PFM Programme is building or upgrading tools related to PFM & social protection (such as the first draft of the ISPA tool on financing (to be developed in 2021) and the expenditure and PFM chapter of the ILO Handbook on creating fiscal space for social protection, a resource that is being used at country level).

The Programme management unit and experts at HQ level provided individual support to all country teams to strengthen the PFM component of the Programme in a context of emphasize on emergency responses to the COVID-19 crisis. This included providing access to UNICEF's Public Finance for Children global long-term agreements for fast-tracked mobilisation of technical experts, advice on the overall PFM approach to social protection and available tools, and internal guidance on social protection and PFM, including how to engage with the EU Delegations on budget support programmes.

The GCSPF also understands the importance of building the capacity of civil society and trade union advocates with a view to ensuring that social protection is well integrated into the PFM process. Drawing on experts within the wider Coalition, a training module on PFM and social protection was developed and is now available in English and French. A first training session was held with representatives of the GCSPF-led alliances in Cambodia, Nepal, Senegal and Uganda. In the second quarter of 2021, similar sessions will be organised with the wider GCSPF-alliances in the four countries to build up that capacity.

A tailored course on PFM and financing of social protection for the country teams and EU Delegations will be implemented in May 2021. This course will build on existing expertise and courses already developed by implementing partners on social protection and public financial management. In the meantime, seven international and national technical staff completed the ITC ILO E-learning on public finance for analysts (October-November 2020), covered by ILO core budget. In addition, a technical staff, a management staff and a Programme management unit staff participated to the Public Finance for Children global course developed by UNICEF.

A1.5.7. Strategic partnerships with other development partners and EU Member States and their cooperation agencies

The Programme has a unique design, bringing together ILO, UNICEF, and the GCSPF. Leveraging the strengths of these organizations it enhances synergies between the implementing partners, but also with international financial institutions and other development partners. Example of this on-going partnerships are presented in section 5.6 of this report.

The Programme is coordinating and exchanging information with the UN Partnership on the Rights of Persons with Disabilities (UNPRPD) "Towards inclusive social protection systems to advance the rights of persons with disabilities" and "UN joint programme to support countries design and implement disability inclusive response and recovery planning for COVID-19". The UNPRPD and the Programme coordinate closely on supporting countries to build disability-inclusive social protection systems with the programme drawing on UNPRPD expertise to inform its operations related to disability. For example, the UNPRPD supports the Project's work in Senegal aimed at improving the government's programme "Equal opportunity card" (*Carte d'égalité des chances*). Similarly, the SP&PFM Programme is supporting the development of country case studies on disability-inclusive social protection responses to the COVID-19 pandemic in Ethiopia and Uganda.

In September 2020, the ILO and UNDP heads of agencies signed a partnership to increase synergies at global and country level. Social protection in its three dimensions (financing social protection, extension of social protection to the informal economy and social protection to facilitate adaptation to climate change/resilience) is a priority area of the partnership which is being developed at both the global level (through a global initiative on formalization) and through country projects including some countries of the Programme.

In addition to the in-built partnerships between EU, ILO, UNICEF and GCSPF, the Programme is closely collaborating with existing projects and programmes at country level, sometimes facilitated through the global level, as in the case of the collaboration with the Partnership for improving Social Protection

for Forcibly Displaced Persons and Host Communities PROSPECTs in Ethiopia and Uganda. The Programme is also exploring the possibility of affiliating projects of EU member states on social protection to the Programme. The Belgium/DGD-financed project *Inclusive Social Protection for the Marginalized Workers in Cambodia* has been identified as one such potential partner. Partnerships with the Governments of Belgium²⁸ and France (in Burkina Faso, Senegal) and EU Delegations (in Cambodia and Angola) have increased with the support of the Programme management unit. The Programme management unit has provided technical support in developing the project proposals of these new partnerships, to avoid overlaps and increase synergies with the SP&PFM Programme. It is expected that increased synergies will help reduce fragmentation of social protection systems in partner countries.

A1.5.8. Budget implications

The budget implemented for the cross-country component of the Approach 1 is 1,111,384 EUR.

The first period of the Programme showed the importance of dedicated additional resources including human resources in maintaining and increase the communication and visibility of the Programme, including supporting countries in improving their communication, capturing and disseminating results and starting documenting good practices and lessons learnt.

The contractual budget includes hiring a coordinator based at UNICEF HQ, covered at 65 per cent by the Action. Lessons learnt from the first year of implementation showed the need to increase the time spent by the coordinator on the Programme. In fact, during the first year of implementation, the coordination, reporting and country support requirements for this Programme necessitated the full-time commitment of the coordinator. This is likely to remain for the upcoming years. This reality will be reflected in the upcoming budget amendment request.

Following consultation with country teams, it appeared that for some countries, budgets needed to be adjusted, partially due to COVID-19 related adjustments in the composition of country teams and modalities for implementing activities. Country teams with the support of the Programme management unit are now preparing 2021 work plans and revised budgets when needed.

A1.5.9. Lessons learned – highlights

Context and implementing environment

While certain adjustments had to be made at activity level due to the COVID-19 crisis (less face-to-face activities and travel) that in some instances led to delays in implementation, the COVID-19 situation overall confirmed the relevance and importance of the planned work and there were no changes to the overall Programme objectives and strategy. Strong field presence of implementing partners at country level proved to be crucial for project launch, national dialogues and advocacy, achieving country projects endorsement, designing and implementing COVID-19 responses and building linkages to existing social protection and PFM initiatives.

Project design and strategy

Depending on the country context and responsible staff, not all country teams had the same technical capacities to engage on the public finance management component of the project compared to other aspects such as social protection policy and programme design and implementation. In terms of skills set, it proved difficult to recruit staff equally qualified on both social protection and public finance in some of the countries.

²⁸ Project funded by the Government of Belgium 'Bâtir des systèmes nationaux de protection sociales robustes pour couvrir les travailleurs de l'économie informelle et leurs familles, faciliter leur accès aux soins de santé et leur permettre de faire face aux défis de demain', with Burkina Faso and Senegal as focus countries.

Implementation and institutional arrangements

Joint implementation of the Programme in eight countries by EU, ILO, UNICEF and GCSPF provides great opportunities for building synergies across different agencies' strengths. However, despite overall being positive for Programme impact, it also brought challenges in harmonizing and streamlining the different administrative and operational processes of these institutions.

A1.5.10. Visibility & Communication

The Programme management unit supports communication and visibility activities of country projects and ensures a harmonized approach to communication and visibility across countries. This includes professional design of a logo and visual identity of the Programme, which improves the clear demarcation of the Programme and enhances the capacity to communicate and make visible the Programme contribution to social protection and PFM results.

In addition, the global website of the Programme was developed to serve as a knowledge platform, a document repository and a general visibility tool for the Programme and the country projects. The website www.socialprotection-pfm.org is up-to-date, in particular with information on the national launches. The Programme management unit also supported the development of a promotional video which includes interviews with government representatives from Ethiopia and Nepal.

Support has also been provided to country teams on social media communication and other visibility materials to ensure good visibility of the Programme. The cross-country component of the Programme produced a social media package (including bank of images and hashtags and generic messages) with key messages in line with the approved communication and visibility plan, enhancing capacity to generate social media posts.

Another important output achieved by the Programme management unit is the draft of a communication and visibility guidance note for using the visual identity of the Programme and boosting the communication and visibility activities at county level. This guidance note supports country level and global communication and visibility initiatives and serves as a reference document to recognize the EU contribution to Programme's outputs. This communication and visibility guidance note contains necessary logos, instructions, and tips to ensure partner countries fast-track communication around Programme's activities and results.

The SPPFM project tweets for the launch event generated significant social media visibility for the project, receiving over 30 thousand impressions, equally distributed between UNICEF's global specialized twitter channels on social policy [@unicefsocpolicy](https://twitter.com/unicefsocpolicy) and relations with EU institutions [@UNICEF_EU](https://twitter.com/UNICEF_EU). Annex 2 provides examples of individual tweets, and their respective outreach statistics. As the Programme progresses, the Programme be further promoting progress updates and results achieved, as well as advocacy messages on the GCSPF, UNICEF and ILO channels.

However, maintaining and continuing increasing communication and visibility of the Programme, capturing results, documenting good practices and lessons learnt at county level, will require additional efforts, including dedication of human resources to this task.

In addition, the Programme management unit is creating visibility for the Programme at global level in various fora, in particular vis-à-vis other development partners. For example, the Programme was referred to during SPIAC-B and USP2030 meetings; in interaction with the Joint SDG Fund; in the context of the UNPRPD programme on disability-inclusive social protection; at the conference: *Turning the COVID-19 crisis into an opportunity: What's next for social protection?*; and at the French Government's High-level meeting on financing of social protection. In addition, the Programme management unit, through ILO and UNICEF, will ensure visibility of this work within Clusters 1 and 2 of the Secretary General's initiative on Financing for Development under COVID-19 and beyond.

Finally, the major milestone C&V activity in 2020 was the global launch of the Programme with over 245 participants and the interventions of the Minister of Labour of Ecuador, the Director General of Budget of Paraguay and a Commissioner of the National Plan Commission of Nepal. A joint press release was also published on the implementing partners' global websites during the launch of the Programme.

► Annex A1.A1. Project risk register

Ref.	Risk statement. The event we do not want to see and its potential impact on objectives	Comment. Explain how the risk might arise and the importance of the impact	Measures currently in place to address this risk	Impact	Likelihood	Total	Change ¹	Risk Owner ²	Additional risk response for the attention of the implementation team and the Steering Group
1.	The cross-country and implementing partners in the countries do not collaborate well	Collaboration could be hindered if responsibilities are unclear or information regarding responsible focal persons at country and global level is not easily available or not up to date.	(1) The project will work to ensure a continuous flow of information via different channels both as a programme and individually with each country to closely follow up developments and be in touch with the developments at country level.	M	Medium		↓	Country teams	Collaboration was encouraged by the Programme management unit to all country teams and support was provided when necessary to ensure swift coordination at country level. The Programme management unit will continue supporting country teams to ensure continuous collaboration and coordination at country level. However, differences remain in the implementing partners' administrative and operational processes.
2.	Needed inputs to country work will not be provided in a timely manner from the cross-country component	Bottlenecks may arise if countries need support on the same issues (e.g. information systems or financing expertise) at the same time	(2) The CTA will plan activities carefully to ensure timely delivery.	M	Medium		↔	Country teams	The Programme management unit regularly checks with country teams on the support required. However, most country teams have high autonomy.

Ref.	Risk statement. The event we do not want to see and its potential impact on objectives	Comment. Explain how the risk might arise and the importance of the impact	Measures currently in place to address this risk	Impact	Likelihood	Total	Change ¹	Risk Owner ²	Additional risk response for the attention of the implementation team and the Steering Group
3.	Country level project staff, government, programme administrations and other relevant actors will not implement actions as agreed	Studies and action-oriented research could be developed by country projects without paying sufficient attention to political economy considerations and without sufficiently involving those with decision-making power.	(1) The project will place a strong emphasis on communication and on process as well as on monitoring implementation to be able to identify mitigating measures in case things are not evolving as planned.	M	Medium		↑	Country teams	Regular monitoring meetings are held with the country teams. The prolonged COVID-19 crisis and subsequent waves of contaminations may continue shifting government's priorities towards short-term emergency responses rather than building sustainable social protection systems.
4.	There is no demand for training and knowledge products	Country projects may not be aware of the existing offer for support from global level regarding training and expertise.	(1) The project will communicate about available products.	L	Low		↔	CP and country teams	Adaptation to virtual trainings will be communicated.
5.	The tools are not relevant and/or not adapted appropriately to different country contexts	There may be a perception that the standard tools are too complex and lengthy to apply in the COVID-19 context or that the needed data is not up-to-date and therefore does not adequately reflect the situation because of the crisis.	The cross-country component will support countries in the adaptation of tools as needed.	L	M		↔	CP and country teams	Continued relevance of the tools will be explained to constituents.
6.	Macro-political and economic conditions will be favorable to trigger a virtuous cycle of improved coverage, improved productivity, higher taxes and more investment in social protection	While the political environment is more favorable in light of COVID-19, the economic situation is posing great challenges and the risk of austerity measures affecting also social spending is increased.	Raise awareness about the importance of SP investment especially in times of economic down-turn.	L	M		↑	Country teams	The programme will contribute to making the case against pre-mature austerity.

Ref.	Risk statement. The event we do not want to see and its potential impact on objectives	Comment. Explain how the risk might arise and the importance of the impact	Measures currently in place to address this risk	Impact	Likelihood	Total	Change ¹	Risk Owner ²	Additional risk response for the attention of the implementation team and the Steering Group
7.	The national staff in the public administration that was trained on the project will not continue to work in the social protection system of the country	Staff turn-over can be high and can make it difficult to build national capacities.	(1) Train sufficient number of staff and encourage peer-to-peer learning to be implemented by those who were trained after they return to their institutions	M	H		↔	Country teams	
8.	Other actors in the development community will not take on board the lessons learnt from the Action and will not improve the design of their social protection financing interventions	The programme may fail to document lessons learnt or fail to communicate them in a way that they lead to a change in interventions by other social protection actors.	Maximize dissemination efforts	M	L		↔	Country teams	The PMU will start documenting progresses and lessons learnt from country projects
9.	Travel restrictions, physical distancing requirements and overload of public administrations with COVID-19 response work will delay and hamper project implementation	At global level, virtual communication is working well to replace face to face meetings. At country level, it is more difficult to find alternatives to directly meeting national counterparts. Also, government staff is under a lot of pressure and more difficult to meet and have access to.	<ul style="list-style-type: none"> – To the extent possible, design alternative delivery strategies that comply with COVID-19 regulations. – Maintain flexibility in programme activities so that project interventions can be designed to support governments in their COVID-19 response 	M	H		↔		

¹ The Change column is used during implementation and summarizes the change since the last time the risk register was presented. Three symbols are used:

- ↑ Increase in the total level of risk
- ↔ No change in the total level of risk
- ↓ Decrease in the total level of risk

² The Risk Owner column is used during implementation and records the name of the person with day-to-day responsibility for monitoring the risk and coordinating the response.

► Annex A1.A2. Outputs of the project

List of outputs, technical reports and studies produced by the project. All outputs listed here will be attached to the progress report.

Title of the output	Link to the activity of the logical framework	Status (not yet started/on-track/completed/endorsed by national stakeholders)
PRODOCs for the cross-country component	Management	Completed
PRODOC for Approach 2	Management	Completed
Workspace with internal documents, hosting all PRODOCs etc. (secured with a password)	Management	Completed https://www.social-protection.org/gimi/ShowProject.action?id=3094
TOR of the Advisory Board	Management	Completed
Minutes of the Steering Committee	Management	Completed
Evaluation Plan	Management	Completed
Communication and Visibility Plan	C&V	Completed
Website	C&V	Completed/ongoing www.socialprotection-pfm.org
Video	C&V	https://youtu.be/PMXI-RycGil
Communication and Visibility Guidance Package	C&V	UNICEF Link
TOR of the multiplier effect study	Research	Completed

► Annex A1.A3. Communication and visibility

See annex 3 of the consolidated report.

APPENDIX 2. GLOBAL COMPONENT OF APPROACH 2



Women preparing and selling food on the market. City of Yangon (Rangoon).
Report from Myanmar, May 2013. © ILO

► A2.1. Executive summary

Under "Approach 2", for which the ILO is the implementing agency, the project provides on-demand cutting-edge technical advisory services to selected countries that take a holistic and systemic approach in three interconnected areas of technical expertise, as defined in the Action document:

1. Ensuring sustainable financing for comprehensive social protection for all in need of such protection. This includes estimating costs and impacts of different social protection policy design options, carrying out analysis of fiscal space and various strategies to expand financing for social protection and engaging with Ministries of Finance on the choice and implementation of realistic financing strategies. This also includes ensuring that ILO guiding principles are applied in all decisions related to financing social protection (e.g. social dialogue, solidarity in financing).
2. Ensuring efficient and effective spending of funds including by analysing programme delivery chains and administrative arrangements to maximize efficiency and effectiveness of the use of funds when designing and implementing social protection programmes.
3. Improving shock-resilience by providing technical advisory services for improving robustness and responsiveness of programmes in times of shock or crisis, both regarding financing but also regarding administrative and implementation capacities.

Approach 2 of the SP&PFM Programme intends to fill institutional capacity gaps and needs for technical services, considering the technical complexities of setting-up social protection systems that are designed and implemented while applying the ILO guiding principles that relate to the universality, adequacy and comprehensiveness of protection, good governance and transparent administration, sustainable and equitable financing and efficient coordination with other policies and among institutions. Countries are selected through calls for proposals based on a defined set of criteria including relevance to the Programme, expected impact and results and operational efficiency, among others. This component of the Programme is closely linked to the global component, which will ensure the documentation and sharing of experiences and knowledge generated by the Programme in all countries supported.

Key achievements of this component in 2020 includes:

- set-up of the different coordination and management structures and tools of the Approach 2: Project documents, Operational Committee, and Standard Operating Procedures.
- reorganization of the budget of Approach 2 to make available the necessary amount for the first call for proposals in response to COVID-19;
- swift design and implementation of the first call for proposals and selection of 10 country projects within one month;
- selection of 10 country concept notes through three meetings of the Operational Committee;
- development of project proposals and set-up of country projects within 4 months following the selection: project documents, including work-plans, budgets and project documents, project teams recruited and operational, coordination, monitoring and communication structures put in place;
- technical backstopping and support to the 10 selected country projects.

► A2.2. Budget/Planning information

Project budget in USD:	4,871,154	
Project duration in months:	44	
	Planned	Actual
Project start date:	October 2019	October 2019
Project end date:	May 2023 (December 2022 for the country projects)	–

► A2.3. Summary outputs

A2.3.1. Output delivery²⁹

Output	Output status	Output summary
Outcome 1: Outcome 1: A minimum of 10 countries receive on-demand high quality, gender-responsive, disability-inclusive technical advisory services that are relevant and produce technically, financially and politically feasible recommendations on how to improve the national social protection system, programmes or delivery mechanisms		
1.1. Selection of 10 countries through a minimum of two call for proposals, based on criteria of relevance and sound operations	On schedule	<ul style="list-style-type: none"> – Development of the Standards of Operation of the Approach 2. – Approved call for proposal by the Operational Committee; launch in April 2021. – Development of the evaluation criteria, review and assessment of the 29 proposals submitted and selection of the 10 countries by the Operational Committee (three meetings) – 10 country concept notes were selected through a call for proposals: Bangladesh, Cabo Verde, Côte d'Ivoire, Ecuador, Malawi, Myanmar, Nigeria, Peru, Sri Lanka, and Togo
1.2. Delivery of technical advisory services of high quality that are gender-responsive and disability-inclusive are delivered in the 10 selected countries	On schedule	<p>By December 2020:</p> <ul style="list-style-type: none"> – All ten country project documents were developed and budget available in the system. – Staff in 4 countries were recruited, recruitment almost completed in 4 other countries (2 countries did not include additional staff). – All 10 projects have started activities in 2020. – updated country pages in the SP&PFM website, fill in the information in the ILO Results Monitoring Tool³⁰ and the ILO country pages.³¹ – Participation of the Minister of Ecuador in the launch of the SP&PFM Programme in December 2020. <p>The global component of Approach 2 provided extensive technical support to the following country interventions:</p> <ul style="list-style-type: none"> – Peru, Ecuador: preliminary design of the unemployment insurance scheme as a long-term response to economic crisis, learning from the COVID-19 pandemic;

²⁹ Based on the Implementation Plan.

³⁰ <https://www.social-protection.org/gimi/MonitoringTool.action>

³¹ <https://www.social-protection.org/gimi/ShowCountryProfiles.action?ctx=0>

Output	Output status	Output summary
		<ul style="list-style-type: none"> – Bangladesh, Myanmar: support to the discussion for the broad scenarios of unemployment protection, and linked with ALMPs, in the continuation of EU funded COVID-19 cash transfer programmes to workers in selected industries; – Togo: support to the overall set up of the project and coherence with the national context and COVID-19 responses; – Nigeria: support to the development of the MIS system for the extension of the national registry to deploy the COVID-19 response; – Malawi: Technical discussion for shaping the work on financing of social protection; support to the actuarial feasibility study for the design of new branches of social insurance, following international aid to support the COVID-19 response; – Cabo Verde, Ecuador, Malawi: guidance for the conduct of the multiplier effect study in order to develop the case for increased investment in social protection, to prepare for future shocks.

A2.3.2. Outputs: Overall delivery assessment³²

<input checked="" type="checkbox"/>	Highly satisfactory Implementation of almost all (>80%) outputs is on schedule as envisaged in the implementation plan and almost all (>80%) indicator milestones have been met.	<input type="checkbox"/>	Satisfactory Implementation of the majority (60–80%) of outputs is on schedule as envisaged in the implementation plan and the majority (60–80%) of indicator milestones have been met.
<input type="checkbox"/>	Unsatisfactory Some (40–60%) outputs are being implemented on schedule as envisaged in the implementation plan and/or only some (40–60%) indicator milestones have been met.	<input type="checkbox"/>	Very unsatisfactory Few (<40%) outputs are being implemented on schedule as envisaged in the implementation plan and/or only a few (<40%) indicator milestones have been met.

³² This is a self-assessment.

► A2.4. Summary outcomes

A2.4.1. Outcome achievement³³

Indicator	Baseline (before project start)	Indicator Milestone (compare planned against actual)	Target (end-of-project goal)	Immediate Outcome summary
Outcome 1: Improve partner countries' design and financing of social protection systems in support of their efforts towards SDGs 1 and 10				
1.1. Number of countries that have improved their social protection data collection and statistics, in particular on social protection financing	0	0	8	Fully on track: all milestones met
1.2. Number of countries that have increased the number of national social protection programmes, for which improved data is available, including regarding disability – and gender – disaggregated data and qualitative information on the programmes' gender and disability sensitivity are publicly available (by country, quantitative, qualitative information)	0	0	8	
1.3. Number of research studies and technical reports supported by the programme	0	6 (Bangladesh, Cabo Verde, Ecuador, Malawi, Myanmar, Peru)	1	
1.4. Number of requests received	0	29	15	
1.5. Number of requests selected	0	10	10	
1.6. Number of countries receiving quality gender-responsive and disability-inclusive technical advisory services	0	10	10	
1.7. Number of countries where constituents express satisfaction with services received	0	n.a.	n.a.	

³³ Based on the M&E plan.

A2.4.2. Achievement of the project outcomes

<input checked="" type="checkbox"/>	Highly probable Almost all (>80%) reporting period milestones have been met. Based on the indicators and risk assessment, it is highly probable all outcomes will be achieved by the end of the project.	<input type="checkbox"/>	Probable The majority (60–80%) of reporting period milestones have been met. Based on the indicators and risk assessment, it is probable the majority of outcomes will be achieved.
<input type="checkbox"/>	Low probability Some (40–60%) reporting period milestones have been. Progress is being made on the outcomes but based on the indicators and risk assessment only some outcomes will be achieved.	<input type="checkbox"/>	Improbable Few (<40%) reporting period milestones have been met. Limited progress is being made on the outcomes and based on the indicators and risk assessment only a few outcomes will be achieved.

► A2.5. Narrative report: Managing for results

A2.5.1. Progress summary

In light of the outbreak of the Pandemic in March 2020, it was decided to launch the first call for proposals with a focus on crisis response measures. On 20 April 2020, the ILO and the European Commission sent out the call for proposals (see Annex 3) for a total amount of EUR 2 million and a maximum amount of EUR 200,000 per country proposal. The call closed on 15 May 2020 with 29 concept notes received.

An Operational Committee, composed of three members with voting rights from the European Commission and two members with voting rights from the ILO, reviewed the proposals against the technical criteria included in the terms of reference of the call and the strong fit with the European Union's budget support programmes. The evaluation matrix can be found in Annex 3B.

The following 10 countries achieved the highest scores and had the strongest fit with the European Union's budget support programmes:

- Africa: Cabo Verde, Côte d'Ivoire, Malawi, Nigeria, Togo;
- Asia: Bangladesh, Myanmar, Sri Lanka;
- Americas: Ecuador, Peru.

The following 19 proposals were not selected to receive funding under the programme: Burundi, Cameroon, Costa Rica, Djibouti, Democratic Republic of Congo, Eswatini, Gambia, Haiti, Kazakhstan, Kenya, Kyrgyzstan, Maldives, Sao Tome and Principe, Sierra Leone, South Africa, Sudan, Timor-Leste, United Republic of Tanzania and Viet Nam. Because the process and selection created some disillusion, including among governments who invested in preparing the proposal jointly with ILO staff, detailed explanation on the process were provided to the ILO staff and then shared with the disillusioned representatives of government that have been involved in the preparation of the proposals, upon request.

The Approach 2 of the SP&PFM programme is managed at the global level by a full-time Chief Technical Advisor (CTA), supported by an administrative staff. One ILO regular budget staff also provides support for overall management and technical backstopping of this component. The Approach 2's implementation is supported by experts through the ILO Global Technical Facility composed from a Public Finance Expert, Actuary Expert, Management Information System Expert, Cash-transfer delivery Expert, Culture and Communication Expert, and Legal Expert (all six being funded by Approach 2 countries and cost-shared with other ILO projects). At country level, a total of four national technical staff have been recruited in 2020 and 4 other recruitment have been completed in January and February 2021 to implement activities in eight country projects. In addition, a number

of ILO staff, paid from other sources, also provides in-kind support, for the remaining two countries and the overall management and technical backstopping of the ten projects.

A2.5.2. Evaluations, reviews and monitoring

The implementation of the 10 Approach 2 country projects is decentralized to the country offices, with a national or international official responsible for the day-to-day activities and the Decent Work Team Social Protection Specialist covering the respective country who is responsible for technical backstopping. In addition, the Programme Chief Technical Advisor provides technical support to discussions and analytical reports, coordinates with ILO Headquarters' experts additional support needed in specific areas (actuarial, legal, public finance, MIS, cash transfers, social protection culture, statistics) and follows up on project progress, including by periodically reviewing the budget and the status of the work plans as well as upon request by project teams.

The results of the ten country projects of Approach 2 are regularly reported in the ILO Results Monitoring Tools of the ILO's Flagship Programme on Building Social Protection Floors and fed into the ILO country pages.

The ten Approach 2 country projects' interventions will be included in the mid-term evaluation. The logframes of the Approach 2 countries will not be reviewed in details during the evaluability assessment, however, will be integrated into the global logframe.

A2.5.3. Main challenges, risks and corrective action

The innovative approach of the Programme, linking social protection interventions more closely with public finance management, was more challenging to integrate into the 10 country projects of Approach 2 than expected, as it requires longer-term interventions than only 12 months. Furthermore, the first call for proposals was organized to support the response to the COVID-19 pandemic and not specifically the improvement of PFM, for the exception of Malawi.

The nature of the Approach 2 country interventions, i.e. short-term, therefore quick, and demanding very specialized technical expertise, requires intensive technical backstopping from the CTA of the Programme, the ILO Specialists and experts of the Global Technical Facility. This resulted to take more time than anticipated from the Chief Technical Advisor and ILO Experts, including the Expert contributing to this project in kind.

A2.5.4. Opportunities and corresponding strategy adjustments

The medium-term technical advisory services to the 10 countries under Approach 2 provide opportunities to support the governments at a time when this is very much needed: the social, economic and health consequences of the COVID-19 pandemic pose enormous challenges to ensure continuity of benefits and services on the one hand and to meet and finance increased demands on the other. Even where countries are able to commit the required financial resources for emergency response packages, the logistical challenges remained significant and support is requested in particular in the area of developing digital solutions for social protection delivery. The pandemic also has triggered interest in unemployment benefits in particular, a contingency often not well addressed in developing countries and highlighted massive gaps in protection for workers in the informal economy, a situation that is now difficult to be ignored. The COVID-19 crisis highlighted the need to accelerate efforts for building more robust, extended and sustainable social protection systems. The issue of sustainable financing, that promotes international standards related to social protection, arose as a priority in many countries, and it is also being discussed in global fora such as the SPIAC-B or the United Nations' Financing for the Development in the Era of COVID-19 and Beyond Initiative. It could be a focus for the next call for proposals under Approach 2.

A2.5.5. Contribution of the Project to the COVID-19 response

All ten country projects have been fully dedicated to improving the COVID-19 social economic (and in particular social protection) response and contributing to the following government's interventions:

- o supporting the expansion of existing cash transfer programmes (Nigeria, Cabo Verde);
- o consolidating the fiscal space and sustainable financing for social protection (Malawi);
- o designing unemployment protection schemes for workers affected by the economic slowdown (Bangladesh, Ecuador, Myanmar, Peru, Sri Lanka); and
- o building on the government's response to sustainably extend coverage to workers in the informal economy in a sustainable manner (Côte d'Ivoire, Togo).

More details on the country projects' content is available in the consolidated report and the country progress reports.

A2.5.6. Lessons learned – highlights

The fast reaction and set-up of the COVID-19 call for proposals has confirmed the added-value and responsiveness of an on-demand technical facility. In terms of process, feedback from ILO country offices regarding the first call for proposal suggests that it might be advisable to simplify the application process. The call for proposal should be prepared in three languages (French, Spanish and English). Besides, a two-step approach should be applied where country would first submit a 2-pages concept note and then elaborate a fully fledged proposal jointly with the government, EU Delegations and other national stakeholders and submit the joint Government/EUD/ILO's letter is invited to do so.

The experience with the first call also showed the importance to closely coordinate the communication at country level between EU and ILO to avoid confusion among national counterparts.

Finally, the overall management of the Approach 2 component and support to each country, including in monitoring and evaluation, communication and visibility and knowledge management required, and will continue requiring with the new additional countries, important time investment.

A2.5.7. Budget implications

The implemented budget for both the global component and the country projects of Approach 2 is 1,246,292 EUR.

A2.5.8. Visibility & Communication

The ten countries of Approach 2 received the guidance and communication package developed by the programme as a whole, including the visual identity, website and advocacy materials. In addition, the 10 countries have updated their country page on the website www.socialprotection-pfm.org. The results of the ten countries are regularly posted in the ILO's Results Monitoring Tool which contributes to increasing the visibility of the SP&PFM Programme and evidence on its contribution to the SDGs on social protection. Capturing and documenting results and good practices of the countries of Approach 2, supporting their communication and visibility efforts, require significant management and coordination from the global component, an area that could still be improved in the coming months.

In addition, the programme secured the participation of the Minister of Labour of Ecuador to the Global Launch of the Programme, which illustrates the relevance of the Approach 2's country proposal despite the short duration and limited funding.

► Annex A2.A1. Project risk register

Ref.	Risk statement. The event we do not want to see and its potential impact on objectives	Comment. Explain how the risk might arise and the importance of the impact	Measures currently in place to address this risk	Impact	Likelihood	Total	Change ¹	Risk Owner ²	Additional risk response for the attention of the implementation team and the Steering Group
1.	The selected projects are unable to attract and retain high quality staff and/or consultant to carry out the work.	The combination of skills sought by the project: social protection and PFM expertise is difficult to find in some countries.	(1) This Action follows standard ILO recruitment processes which are competitive and merit-based. Staff at ILO Social Protection Department are available for backstopping if needed.	M	Medium			Country teams	
2.	Consensus cannot be reached because opposing views of key stakeholders cannot be overcome	The consensus – building processes are complicated by the COVID-19 crisis since political decisions need to be taken fast and because too many decisions need to be taken, making access of project staff to the government more difficult.	(3) The dialogue methodology of the project and strong focus on evidence-based problem solving will facilitate consensus-building.	M	Medium		↑	Country teams	
3.	Needed data and information is not available at country level	COVID-19 has a dramatic socio-economic impact so that reliable data on the current situation and needs is scarce.	(2) Where data is missing, the projects work with assumptions and will provide guidance on improving data collection and compilation of social protection statistics	M	Medium		↑	Country teams	Draw on COVID-19 assessments and work with estimates where data is not available.

Ref.	Risk statement. The event we do not want to see and its potential impact on objectives	Comment. Explain how the risk might arise and the importance of the impact	Measures currently in place to address this risk	Impact	Likelihood	Total	Change ¹	Risk Owner ²	Additional risk response for the attention of the implementation team and the Steering Group
4.	The macro-economic and political context is not favorable to the extension of social protection.	While the political environment is more favorable in light of COVID-19, the economic situation is posing great challenges and the risk of austerity measures affecting also social spending is increased.	(2) Raise awareness about the importance of SP investment especially in times of economic down-turn	L	Low			Beyond the reach of the project	
5.	Political will to improve coordination and coherence internally (across sectors) and externally (across related policy areas) is lacking	In times of looming budget cuts, willingness to coordinate might decrease in the sectoral Ministries.	(1) Demonstration of political will is one of the selection criteria to respond to requests for technical assistance since no impact can be achieved if there is no political willingness to mobilize the required resources and to take the necessary action.	L	M			CTA and country teams	Increase activities that demonstrate the benefits of a coordinated and coherent approach.
6.	Government, programme administrations and other relevant actors do not follow-up on and implement the recommended actions	This risk may be heightened in time of crisis and information overload.	By building on existing structures, careful feasibility analysis and ensuring political willingness, the Action will maximize the likelihood that recommendations will be followed up on.	L	M		↑		Step up efforts of concise and clear communication.

Ref.	Risk statement. The event we do not want to see and its potential impact on objectives	Comment. Explain how the risk might arise and the importance of the impact	Measures currently in place to address this risk	Impact	Likelihood	Total	Change ¹	Risk Owner ²	Additional risk response for the attention of the implementation team and the Steering Group
7.	Political decision making in the partner country is slow and cumbersome, national partners and stakeholders change constantly and in case of government changes following elections, there is a risk that one has to start from square one again.		(2) To the extent possible, the Action will proceed through wide national dialogue and consensus-building across the entire political spectrum and secure progress achieved through written agreements and Memoranda of Understanding. The evidence-based approach will make working across difference government easier since the findings on coverage gaps or financing gaps will not be different before and after the elections.	M	H			Country teams	Build strong relations with newly appointed staff
8.	Demand for the advisory services and technical assistance, both from partner countries and EU Delegations is limited.		A pro-active strategy is pursued to ensure that EUDs, and partner countries and development partners are aware of the available services. This includes a communication strategy coupled with efforts to network with key stakeholders. Regional meetings and events will be used to advertise these services.	M	L			Country teams/EU	
9.	EUDs are not well aware on how to potentiate the programmatic links between social protection and the sector policies being supported through budget support contracts.		Policy advice and technical assistance will be designed in such a way as to focus particularly on the articulation between social protection and social/other policies in general.	M	H		↕		Country teams will actively reach out to EUDs to discuss social protection budget support.
¹ The Change column is used during implementation and summarizes the change since the last time the risk register was presented. Three symbols are used: ↗ Increase in the total level of risk ↔ No change in the total level of risk ↘ Decrease in the total level of risk ² The Risk Owner column is used during implementation and records the name of the person with day-to-day responsibility for monitoring the risk and coordinating the response.									

► Annex A2.A2. Outputs of the project

List of outputs, technical reports and studies produced by the project. All outputs listed here will be attached to the progress report.

Title of the output	Link to the activity of the logical framework	Status (not yet started/on-track/completed/endorsed by national stakeholders)
Website	C&V	Completed/ongoing www.socialprotection-pfm.org
Video	C&V	https://youtu.be/PMXI-RycGil
Private workspace with internal documents, hosting all PRODOCs etc.		https://www.socialprotection.org/gimi/ShowProject.action?id=3094

► Annex A2.A3. First call for concept notes: Extend national social protection systems in response to the COVID-19 crisis

In April 2020, the EU Action on Creating Synergies between Social Protection and Public Finance Management (DCI-HUM/2018/041-579, GLO/19/53/EUR) enters into its implementation phase. The Action aims to demonstrate the importance of investing sufficient and sustainable financing to progressively achieve universal social protection, in line with the 2030 Agenda for sustainable development and the human rights agenda. Social protection is indispensable for achieving inclusive and sustainable growth, for eliminating poverty and reducing inequality, and for alleviating the health, social and economic repercussions of covariate shocks such as the COVID-19 pandemic. However, in the current context of the COVID-19 crisis, the discussion on sustainable financing and fiscal space for social protection has changed dramatically from the situation of even six weeks ago: many countries will not have sufficient domestic resources to respond to the multidimensional impact of the crisis, including through extension of social protection systems, and will need to seek additional funding either through loans, budget support or humanitarian aid.

The Action has two approaches to its country interventions. This Call is issued in the context of Approach 2 that provides on-request technical advisory services (see table) to strengthen and expand social protection systems to a limited number of countries and EU Delegations. It complements Approach 1 for which eight countries (not eligible for this call) have been pre-selected for in-depth and longer-term support. Approach 1 is jointly managed by ILO, UNICEF and the Global Coalition for Social Protection Floors (GCSPF), while Approach 2 is managed by the ILO only.

► **Table: List of technical social protection advisory services offered by the ILO in response to COVID-19**

Evidence base and financing	Needs, costing and impact assessments of crisis response options Financing of response measures including through reprioritization of budget support, savings and reserves, including of social security funds Sustainability of social protection systems
Policy/Awareness	Drafting of emergency response laws and regulations Awareness raising campaigns
Delivery	Identification of beneficiaries Design/upscale of management information systems Design/adaptation and implementation of benefit delivery mechanisms Development of monitoring and evaluation systems
Groups	Informal economy Migrant workers Refugees and host communities Older persons Persons with preconditions, HIV or other diseases that make them particularly vulnerable to COVID-19 Gender responsiveness across all groups
Branches	Social assistance cash transfers Pension/survivors benefits Health Care Coverage Sickness benefits Disability benefits Unemployment protection (and linkages with employment policies) Maternity benefits schemes Family benefits

In light of the COVID-19 pandemic, the Steering Committee of the Action has decided to speed up the process of providing on-demand support under Approach 2 and to introduce a thematic focus on COVID-19 for this first call of proposal. The COVID-19 pandemic constitutes an unprecedented challenge for the whole world with significant immediate as well as longer-term social and economic implications. Social protection systems play an important role during the current COVID-19 crisis and the recovery in the aftermath of COVID-19. They facilitate access to affordable health services and mitigate the social and economic repercussions of the crisis; both at household level by providing basic income security and at the macro level by stabilizing aggregate demand, contributing to macroeconomic stability and easing recovery. It is therefore important to maintain and expand the fiscal space and delivery capacity of social protection systems during this crisis. Continued investment in social protection will also be a key issue once countries move into recovery from the COVID-19 crisis. This will also make systems more resilient to face future shocks.

The response to the COVID-19 pandemic requires urgent, decisive, and comprehensive actions to increase social protection and support people throughout the crisis. As many countries are planning to adapt and/or scale up existing programmes or introduce new measures, including COVID-19 specific delivery requirements (e.g. challenges with beneficiary enrolment or pay-outs/delivery of entitlements while respecting physical distancing), they are seeking technical guidance for the design, costing, financing and implementation of the COVID-19-response measures.

While the specific objectives and results of the programme were formulated before the pandemic, they continue to be relevant for the crisis response. In the context of this call for proposals in response to the COVID-19, the overarching objective of all results and activities listed under specific objectives 1 and 2 is to increase the capacity of partners in the context of emergencies (specific objective 3). Consequently, no additional activities are listed under result 3.0 below. Pursuing these programme

objectives in times of the COVID-19 crisis means that countries can request possible crisis-response technical advisory services *for example* along the following lines:

The **general objective** is to increase the population's universal social protection coverage in partner countries preferably but not limited to those benefiting from EU funded budget support operations.

The **specific objective 1** is to improve partner countries' *design and financing* of social protection systems in support of their efforts towards SDGs 1 and 10.

Result 1.1: Adequate, sustainable and gender-sensitive social protection financing through improved cross-sector coordination to achieve progressively universal social protection:

- Supporting the Government in close coordination with social partners in the design of coherent social protection-related COVID-19 action/response plans, including also medium- and longer term vision, the link with employment and support to enterprises;
- Supporting the design and implementation of social protection crisis intervention measures and adaptation of existing programmes so that they respond to the COVID-19 crisis in a timely manner. This may entail supporting the national authorities to develop new and/or improve existing programmes without embarking on parallel delivery structures;
- Undertake costings of recommended approaches to develop new social protection responses or adapt or scale-up existing social protection systems;
- Supporting resource mobilization and evaluation of financing options based on solidarity for continuity/extension of social protection systems, including from domestic resources, emergency relief funds, concessional loans, debt cancellation, reprioritization of funds, programmes and/or of budget support of the European Commission, EU Member States, the International Monetary Fund (IMF), World Bank, regional development banks, foundations and other development partners;
- Supporting social insurance institutions in reallocating resources (e.g., from savings or reserves) to increase their benefit packages (e.g. introduction of sickness benefits, unemployment benefits) or to extend coverage to uncovered groups (e.g. informal economy);
- Supporting carrying out performance analysis of the existing social protection system, programmes and delivery mechanisms regarding their ability to contribute to crisis-response efforts, with a view to strengthen these programmes;
- Supporting the implementation of cost-of-inaction analysis to demonstrate the likely consequences of failing to respond to the social protection needs of the population;
- Support for strengthening complaints and appeals and accountability mechanisms, as well as assessments of satisfaction, including through participation of CSOs and social partners in decision-making and/or monitoring arrangements, citizen report cards, spot checks etc. for the delivery of crisis interventions;
- Strengthening systems to integrate and coordinate social protection and complimentary service delivery, including cash plus as well as specific efforts to leverage social protection to reduce barriers to health care access;
- Setting up or strengthening coordination mechanisms for COVID-19 social protection response measures (notably between humanitarian and development actors, line ministries, finance ministries, social protection institutions and civil society organisations as well as social partners).

Result 1.2: Enhanced evidence and availability of tools that support national evidence-based decision-making and encourage supra-national coordination and benchmarking of good practices:

- Supporting the rapid application and national adjustments of tools and an impact assessment model that monitor health, social and economic effects of the crisis at national and sub national levels, and the impact of the COVID-19 policy responses on access to health care, income security of households, business continuity and macroeconomic situation, as well as the longer term development of sustainable social protection systems;

- Strengthening systems and mechanisms to monitor the timeliness and accuracy of the flow of funds, and enhancing their integration into national monitoring frameworks;
- Supporting the setting up of mechanisms for monitoring price and supply of essential goods and services, in order to prevent a further deterioration of situation and other sharp increase of the prices of necessary goods and services such as agriculture inputs and raw material for construction, local handicraft and other economic activities;
- Supporting supra-national coordination efforts and exchange of information across countries and regions;
- Use and populate ILO's results measurement tool to provide evidence on the contributions of the EC DEVCO projects and other country level ILO interventions to the COVID-19 crisis response and the longer term social protection system's development, and to develop and share knowledge across EC DEVCO projects/interventions as well as other UN programmes in the area of social protection;
- Collect information (administrative data) to develop evidence on the impact of the social protection COVID-19 response measures on poverty and vulnerability, reduction of inequality, formalization, employability of workers and other indicators.

The **specific objective 2** is to support governments in *implementing and monitoring* effective gender-sensitive and disability-inclusive social protection systems and programmes for all.

Result 2.1: Strengthened capacities of partner countries to achieve the best impact of diversified sources of funding for social protection, prioritizing women, children, persons with disabilities, informal economy workers, migrant workers and forcibly displaced people:

- Supporting vulnerability assessments of different groups in the crisis context at micro-level;
- Supporting the application and national adjustments of methodologies and tools for the quick identification of possible beneficiaries beyond those already covered by existing social protection programmes and schemes, in particular in the informal and rural economies;
- Supporting the assessment of the institutional capacities to quickly deploy extended or new social protection measures, including benefits delivery mechanisms;
- Supporting the design of crisis response measures/adaptation of existing programmes to the crisis in a way that the special needs of vulnerable groups are met;
- Ensuring that crisis responses are gender-sensitive and disability inclusive;
- Supporting the development of sensitization and information mechanisms to prevent the propagation of the COVID-19.

Result 2.2: Strengthened knowledge and technical capacities of partner countries at national and sub-national levels to plan, deliver, monitor and report on social protection programmes, with participation of training institutions, civil society and social partners:

- Supporting creation, adjustments or review of existing programmes including benefit design (frequency, duration, size/type of transfer, target groups, introducing complementary activities/services), changes in administration and delivery mechanisms (simplification of registration, identification, strengthening payment system, registries and broader management information systems, monitoring and evaluation, communication, complaints and appeals) that are suitable to respond to the COVID-19 pandemic in a manner that is safe and reduces beneficiaries' exposure to risk;
- Supporting staff training, especially at the local government level, on newly introduced crisis response measures (with particular emphasis on including self-guided and remote trainings) for effective delivery of the new/adjusted/scale up social protection programmes;
- Building on lessons learnt and good practices of the rapid expansion of the social protection systems, including during previous health and economic crises;
- Facilitating knowledge sharing with other countries and capacity building through the identification and dissemination of good practices in responding to the COVID-19 crisis and South-South cooperation exchanges;

- Supporting the government to explore options for the continuity of the expanded or new social protection measures, including tools and mechanisms put in place to extend coverage and improve efficiency.

The **specific objective 3** envisages assisting partner countries in developing and applying *shock-sensitive social protection programmes* and systems adapted to the needs of those living in protracted fragility and crises, including forcibly displaced persons.

Result 3.0: Increased capacities of partner countries in the context of emergencies, natural disasters, forced displacements, protracted fragility and crises to establish contingency plans and multi-year funding strategies to run adaptive social protection mechanisms.

The full Action document with the LogFrame for the overall programme can be accessed [here](#).

The present call invites interested governments or EU delegations to submit their requests for technical advisory services using the template in Annex A and observing the following points:

- The services offered are technical advisory services to support analysis, planning, design and implementation of social protection interventions to respond to the specific health and income security needs of populations affected by COVID-19 crisis. This is not a humanitarian relief fund and requests to finance benefits in cash or in kind to affected populations cannot be considered.
- Technical advisory services can be provided through national and international expert staff that could be hired either in the country or internationally. The proposal and budget should indicate the appropriate number of work months required to either directly provide the expertise or backstop the technical support provided at country level by headquarters and regional staff. The use of ILO's COVID-19 technical facility on social protection is encouraged.
- Proposals have to be submitted no later than 15 May 2020.
- Proposals can only be submitted by the government (represented through a ministry) or EU delegations. Only one proposal per country should be submitted. To the extent possible, proposals should be elaborated jointly between the government, the responsible ILO official and the EU delegation. If a government institution submits the proposals, it has to confirm that the EU country delegation had been consulted and endorsed the proposal. The proposal should be addressed to Celine Peyron Bista bista@ilo.org and Veronika Wodsak wodsak@ilo.org.
- Proposals should have a financial volume between 80,000–200,000 EUR and have a maximum duration of 12 months. All actions have to be fully completed and related final technical and financial reports submitted to the ILO no later than 30 September 2021. Reporting requirements will be agreed depending on project volume and duration.
- Proposals have to be aligned with the EU Action document.
- Proposals should take advantage of the methodologies and expertise available at the ILO, UNICEF, GCSPF, SPIAC, WHO, OCHA and EU in many areas (see list below).
- Proposals should pursue a participatory approach that involves social partners and other relevant stakeholders.
- The ILO and EU may contact applicants for additional information if needed.
- Accepted proposals are expected to contribute to and participate in knowledge sharing and learning activities of the global programme, including through a systematic use of the Results monitoring tool developed by the ILO available at:
<https://www.social-protection.org/gimi/MonitoringTool.action>.
- Proposals may be subject to the mid-term and/or final evaluation that will be implemented for the overall programme.

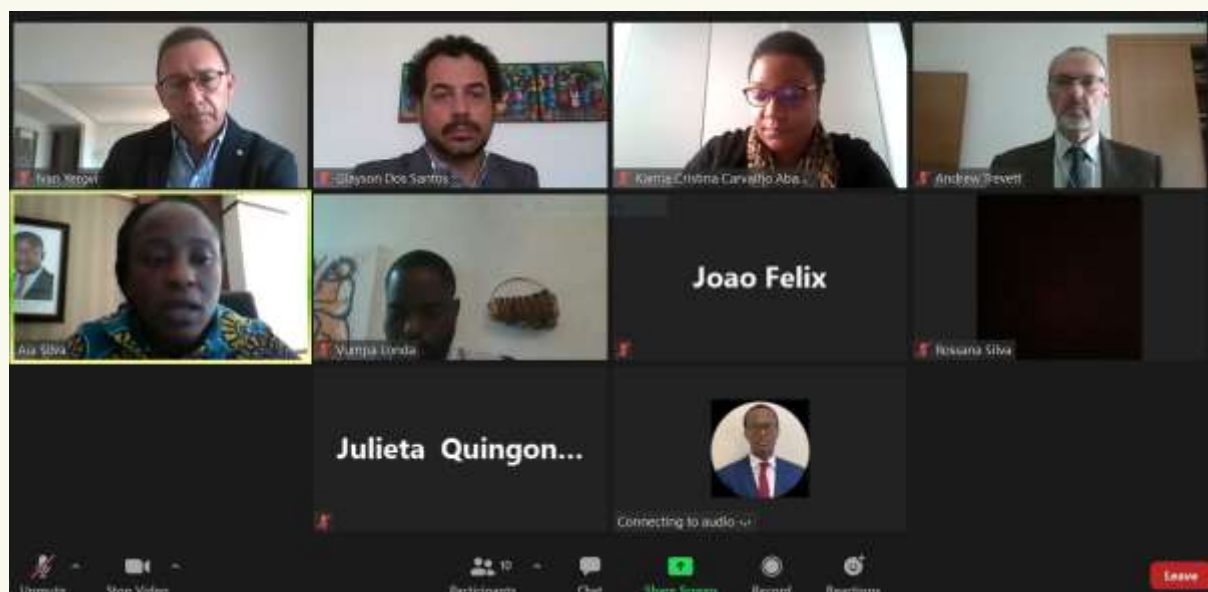
For the first call for proposals, a minimum of 10 countries will be selected for a total volume of about 2 million EUR. Selection will be carried out based on the assessment criteria presented in Annex B. Selected countries will be notified approximately two weeks after submitting their requests.

Please direct any questions you have in relation to this call to Celine Peyron Bista bista@ilo.org and Veronika Wodsak wodsak@ilo.org.

► Assessment criteria

Fulfilment of core requirements					
	COVID-19 and social protection related	Y/N			
	EUD endorsement	Y/N			
	ILO consulted	Y/N			
	Criteria	Weight in the category	Weight of the total	Score	Justification
1. Content and Relevance	1.1. Coherence and relevance of the proposal <ul style="list-style-type: none"> – Fit with the PFM4SP programme, PFM, International standards – Coherence and complementarity with local context (national policies, ongoing projects) – Link to EU budget support 	15%	65%	0-15	
	1.2. Rationale for the intervention <ul style="list-style-type: none"> – Clear problem statement – Clear elaboration of the proposed activities to tackle the problem 	10%		0-10	
	1.3. Expected results <ul style="list-style-type: none"> – Convincing logic of the results chain: Objectives, outcomes, outputs and activities – Tangible results expressed – Realistic level of ambition – Measureable achievements formulated 	25%		0-20	
	1.4. Cross-cutting issues addressed <i>(Gender, disability, older persons, informal economy, migrant workers)</i>	15%		0-10	
2. Project implementation and operations	2.1. Implementation arrangements, roles and responsibilities <ul style="list-style-type: none"> – Level of detail/clarity of the implementation arrangements – National ownership/stakeholder and social partners involvement – Feasibility of the process 	15%	35%	0-15	
	2.2. Simplicity of the implementation process <ul style="list-style-type: none"> – Realistic implementation mechanisms within the given time frame 	10%		0-10	
	2.3. Cost efficiency	10%		0-10	

APPENDIX 3. ANGOLA



► List of acronyms

APROSOC	Project: "Strengthen and expand social assistance to the vulnerable population in Angola" (in Portuguese Apoio à Protecção Social – APROSOC)
CNAS	National Council for Social Action (in Portuguese Conselho Nacional de Acção Social)
EU	European Union
IFIs	International Financial Institutions
IMF	International Monetary Fund
MASFAMU	Ministry of Social Action, Family and Women
MAPTSS	Ministry of Public Administration, Labour and Social Security
MINFIN	Ministry of Finance
NDP	National Development Plan 2018–2022
PMU	Project Management Unit
PNAS	National Policy for Social Action (in Portuguese Política Nacional de Acção Social)
SP & PFM	Programme on Improving Synergies between Social Protection and Public Finance Management
WB	World Bank

► A3.1. Executive summary

The Programme on Improving Synergies between Social Protection and Public Finance Management (SP& PFM) offers a unique opportunity for Angola as it is both strategic and aligned with country's ambitious reforms in public finance management and its goals to establish of a robust social protection system.

Despite clearly defined targets in the National Development Plan 2018–2022 (NDP) which aims to reduce extreme poverty and vulnerability, the Government has not been able to increase its reach or make significant progress. The reasons include Government's approach to humanitarian assistance, weak regulatory and policy framework, fragmented programme implementation and lack of coordination between the institutions responsible for social protection. In addition, since 2014 there has been consistent annual budget cuts in the social sectors, disproportionately affecting the social protection programmes as the country faced an economic recession caused by the oil-price crash and its economic dependence on this commodity.

The introduction of much needed macro-economic reforms, spearheaded by the US\$ 3.7 billion loan from the IMF since 2017, has focused on the removal of government subsidies, private-sector led economic diversification and the correction of imbalances in the public finance architecture. Importantly, key recommendations within the IMF agreement is the need to strengthen Angola's social protection mechanisms and the implementation of specific programmes such as cash transfers and income-generating activities.³⁴

The European Union (EU) has supported the strengthening of Angola's social protection system since 2014 through the APROSOC project which focused on developing a social assistance framework and piloting of social services such as the Municipalization of Social Action and the Child Grant Cash Transfers. Since 2020, the World Bank has implemented the Kwenda programme which scales up and expands geographical coverage of social services and implements cash transfers directed at vulnerable families, based on the APROSOC model. The *Angola's Decent Work Programme 2019–2022* emphasises the need to support informal workers, promote youth employability and increase basic social protection, also adding an important entry-point for technical support that will contribute to the expansion of the social protection system.

Understanding the investment needs and strengthening the efficiency and effectiveness of expenditures in social protection is of paramount importance to the sustainability of the national social protection system. This further emphasizes the importance to anchor social protection within existing public finance management reforms. Improving coordination at all levels and strengthening the policy and regulatory framework are also key to improving existing initiatives and developing other programmes that will increase coverage across specific groups (*e.g. disability inclusiveness, women and children*).

Since its approval, the SP & PFM project has sought to bring together the key actors in the national social protection system, namely the Ministry of Social Action, Family and Women (MASFAMU) and the Ministry of Public Administration, Labour and Social Security (MAPTSS) as well as the key actors responsible for public finance management, namely the Ministry of Finance (MINFIN) to focus on the four key interventions proposed by the project:

- i. Support the development of the Social Protection Policy;
- ii. Conduct a series of strategic actions for the preliminary implementation of a performance-based budgeting model in social protection institutions;

³⁴ "Overall, the social priorities put forth in the Government's National Development Plan for 2018–22 (NDP2018–22) are consistent with the global agenda. In particular, with regard to the planned extension of the cash transfer program to vulnerable groups; small-scale income generation initiatives; and enhanced access to basic education and health.", p. 41, Extended Arrangement Under the Extended Fund Facility,

- iii. Improve coordination of the social protection system;
- iv. Strengthen the capacity of public institutions to improve budgeting and delivery of social protection services.

The key achievements during the reporting period include: the in-depth stakeholder mapping, the development of a Project Document with clearly identified activities for PFM to support future investments in social protection, and the technical contribution to the *National Social Action Policy and Operational Strategy* approved by the Government of Angola in December 2020.

It was expected that the project would start its implementation immediately after the Inception Phase and the approval of the PRODOC. The project experienced several difficulties including the recruitment of the Project Manager, which was completed in December 2020, but also and above all due to the context of COVID-19 pandemic.

The approval of the *National Social Action Policy* in December 2020, which included inputs from the SP & PFM project, provides the necessary base for strengthening coordination mechanisms established by the Policy and the acceleration of the project activities through capacity building activities for PFM with the key partners in 2021.

The project will implement a fast-track Annual Workplan in 2021 to mitigate delays and has confirmed the strategic engagement of the key stakeholders in the social protection sector in Angola, including the Ministry of Finance, and the assignment of the Minister of State for Social Affairs as the Steering Committee President highlights the high-level engagement for the implementation of the project.

The engagement of the Minister of State for Social Affairs as well as the UN's Resident Coordinator and the European Union Ambassador provides the platform for ensuring project activities and outputs will be delivered within the planned timeframe and will be aligned with the Governments priorities for public finance management and social protection.

► A3.2. Budget/Planning information

Project budget in EUR:	1,853,809	
Project duration in months: 44	Planned	Actual
Project start date (including inception phase):	October 2019	October 2019
Project end date:	May 2023	May 2023

► A3.4. Summary outputs

A3.4.1. Output delivery³⁵

Output	Output status	Output summary
Outcome 1: Enhanced conception, coordination, tracking and financing of gender-sensitive and inclusive schemes and programmes, of the social protection system of Burkina Faso towards SDGs 1 and 10		
1.1. General assessment and scenario definition	Delay: behind schedule	<ul style="list-style-type: none"> – The project workplan defined the steps towards the approval of the Social Action Policy, prioritizing the diagnosis of the Angolan social protection system using the CODI-ISPA tool as the first activity to be undertaken in the first and second quarter of 2020. – Due to the COVID-19 pandemic lockdown and restrictions in public events, the diagnosis was not implemented. The Policy was subsequently approved in December 2020. – However, the Government has requested that the diagnosis of the social protection system be implemented in 2021 to support the drafting of the <i>Social Policy Action Plan</i>. The project will undertake a diagnosis of existing schemes and programs, the population covered, the content and level of benefits gaps as well. The diagnosis is key to supporting the Government in defining priorities and activities to be undertaken in the Action Plan to support the implementation of the <i>Social Action Policy</i>.
1.2. Costing Exercise	Delay: behind schedule	This activity has been reprogrammed for 2021 to present the costing of the strategic actions as defined in the Policy. The approved <i>Social Action Policy</i> did not include a costing exercise and does not present estimates of financing gaps in social protection for achieving the SDG target on social protection floors. As a result, the Government has requested the analysis of the costs for the programmes identified in the <i>Social Action Operational Plan</i> which supports the main pillars of the <i>Social Action Policy</i> and the project will present costing models and identify the financing gaps.
1.3. Fiscal Space Assessment	Delay: behind schedule	The fiscal space analysis has been reprogrammed and will be undertaken in 2021 to identify and assess financing options for the social protection system so to close the gap based on economic, fiscal, social and political feasibility. The fiscal space analysis will also incorporate a review of the impact of the pandemic on Angola's national budget and financing options for the social protection sector.
1.4. Policy and strategy preparation	On schedule	The project supported the review of the draft Social Action Policy and the drafting of a new policy document by providing contributions to the specific chapters of the draft policy. The project also engaged in the limited consultation undertaken by the Government on the draft policy. The approved Social Action Policy reinforced the Government's commitment to scaling up social protection coverage as well as improving the coordination mechanisms, having defined the National Council for Social Protection as the coordination structure to implement the policy through a multisectoral approach. Importantly, the Policy highlights the importance of defining new sources of funding for Social Protection and improving the efficiency and impact of investments. With the approval of the National Policy on Social Action in December 2020, which is an important shift in the operating environment, the project has the opportunity to support the drafting of the Action Plan and the costing plan in more detail based on the strategic pillars and key principles defined in the approved Policy.

³⁵ Based on the Implementation Plan.

Output	Output status	Output summary
Outcome 2: Action Plan for performance-based budgeting		
2.1. Drafting of the decree to establish PBB Committee	Delay behind schedule	<ul style="list-style-type: none"> – Due to COVID-19, the performance-based budgeting activities registered a delay as the Government prioritized approval of the Social Action Policy. – Importantly, in 2020, the project focused on strengthening the engagement with the Ministry of Finance and building a dialogue on the importance of consultation and communication on social protection issues in the country, and this led to the implementation of Joint Webinars focused on the National Budget process and key issues such as budget performance and fiscal space for social investments. The implementation of the Webinars permitted the project to highlight key concepts regarding the synergies between strengthening the social protection and improving public finance management (e.g budget efficiency and adequacy of investment in social sectors and social protection in particular). Following the successful implementation of the Webinars, a Memorandum of Understanding was signed between the Ministry of Finance and UNICEF which includes direct support for the implementation of the SP & PFM projects' objectives on public finance management through support for capacity building, studies and budget analysis. – The importance of building the relationship and partnership with the Ministry of Finance cannot be underestimated as a crucial starting point for effecting a shift in the approach by the Ministry of Finance with regards to the national social protection system. – The drafting of the decree to establish the Performance-based Budgeting Committee has been reprogrammed for 2021. The draft decree is expected to involve staff members of the Ministry of Finance, the Ministry of Economy and Planning, and the social protection sector.
2.2. Evaluation of budgeting cycle	Delay: behind schedule	<ul style="list-style-type: none"> – The evaluation of the budgeting cycle will be undertaken in 2021 and will focus on the review of the budget according to international standards and the four main phases in which the cycle is divided. Importantly, in 2021 the Ministry of Finance is undertaking a performance evaluation of the public finance management with PEFA methodology which is financed by European Union and the French Agency for Development. – The project will actively seek synergies with this evaluation and support greater understanding and transparency regarding Angola's budget cycle.
2.3. Development of methodological and conceptual note for PBB	On schedule	As scheduled in the workplan, in 2021 the project will develop a methodological and conceptual note on the theoretical fundamentals of performance-based budgeting and prepare a booklet on "how-to" implement performance-based budgeting in the social protection sector. This activity is expected to proceed as scheduled without delay.
2.4. Design and implementation of training	On schedule	As scheduled in the workplan, in 2021 the project will design a training program on Performance Based Budgeting for the members of the Budgeting Commission and will implement the training.
2.5. Formulation of Action Plan for PBB	On schedule	As scheduled in the workplan, in 2022 the project will formulate an Action Plan with pilot test included to launch performance-based budgeting in a sample of social institutions.

Output	Output status	Output summary
Outcome 3: Coordination of the social protection system is improved		
3.1. Strengthened capacities of mechanisms and programmes to ensure the construction of a social protection system that can also meet social protection needs in the context of crisis and fragility in Burkina Faso	On schedule	<ul style="list-style-type: none"> – The activities are scheduled in 2022 and 2023. However, given the current humanitarian situation, the project will initiate actions to ensure that the SP policy, programmes and mechanisms include the necessary features to ensure a shock responsive social protection system. – The project participates in ongoing reflections (eg. participation in a workshop on nexus organized by Save the Children in October 2020). – The issue of humanitarian development nexus is important in Burkina Faso and should be the subject of attention in the national dialogue.
3.2. Proposal for Multisectoral National Commission for SP	Completed	The Social Action Policy has confirmed the National Commission on Social Action as the multisectoral coordination mechanism and establishes the responsibilities of engagement on 3 levels (central government, provincial government and municipal and local government).
3.3. Development of operating tools and procedures	On schedule	The government has requested support for the coordination and the activities of the National Commission, and this includes the multisectoral national Committee's operating tools and procedure. This activity will be implemented in 2021.
3.4. Advocacy for establishment of multisectoral committee	On schedule	The activities related to advocacy for the National Commission will be adapted in 2021 to support the visibility and communication strategy and guarantee the multisectoral engagement at the 3 levels (central government, provincial government and municipal and local government).
3.5. Support for function of the multisectoral committee	On schedule	The Government has requested support for the functioning of the National Commission in 2021 and for its establishment at the 3 levels (central government, provincial government and municipal and local government).
Outcome 4: Public institutions with better capacities to improve budgeting and service delivery		
4.1. Diagnostic tool for institutional and staffing profile skills for planning and budgeting	Delay: behind schedule	The implementation of the country-based diagnostic tool to understand the institutional and staffing profile skills has been reprogrammed for 2021.
4.2. Capacity Building Plan for Social Protection institutions	On schedule	Based on the diagnostic the project will prepare a Capacity Building Plan for social protection institutions, the Ministry of Planning, the Ministry of Finance and some municipalities as per the workplan in 2021.
4.3. Design and support social security scheme for workers in informal and rural sector	On schedule	The design of social security scheme for informal workers and rural sector has been programmed for 2021 and will make links with EU funded Direct Budget Support to support the informal sector.
4.4. Assess effects of capacity building	On schedule	Assess the effects of capacity building on the level of knowledge and skills of the staffing
4.5. Train MASFAMU on incorporation of CT and MAS	On schedule	As scheduled in the Workplan, the project will Train MASFAMU to incorporate the cash transfer program in line with the municipalization of social services as part of its portfolio of projects;
4.6. Train ILO Commission on advocacy to promote extension of social security	On schedule	As scheduled in the Workplan, the project will train the ILO Commission with the contents of the advocacy strategy to promote the extension of social security.
4.7. Capacity Building Plan for Social Protection institutions	On schedule	Based on the diagnostic the project will prepare a Capacity Building Plan for social protection institutions, the Ministry of Planning, the Ministry of Finance and some municipalities as per the workplan in 2021.

A3.4.2. Outputs: Overall delivery assessment

<input type="checkbox"/>	Highly satisfactory Implementation of almost all (>80%) outputs is on schedule as envisaged in the implementation plan and almost all (>80%) indicator milestones have been met.	<input checked="" type="checkbox"/>	Satisfactory Implementation of the majority (60–80%) of outputs is on schedule as envisaged in the implementation plan and the majority (60–80%) of indicator milestones have been met.
<input type="checkbox"/>	Unsatisfactory Some (40–60%) outputs are being implemented on schedule as envisaged in the implementation plan and/or only some (40–60%) indicator milestones have been met.	<input type="checkbox"/>	Very unsatisfactory Few (<40%) outputs are being implemented on schedule as envisaged in the implementation plan and/or only a few (<40%) indicator milestones have been met.

Despite the delays in the implementation of some activities programmed in 2020 due to the COVID-19 pandemic, the project has had an overall satisfactory implementation which can be highlighted by the strategic results related to the approval of the *National Policy of Social Action* and the engagement of the Ministry of Finance in discussions regarding the national budget. Both results support the fast-track approach for the implementation of the project in 2021 and strengthen the basis for the multisectoral engagement that is needed to achieve the expected outputs and outcomes of the project

► A3.5. Summary outcomes

A3.5.1. Outcome achievement³⁶

Indicator	Baseline (before project start)	Indicator Milestone (compare planned against actual)	Target (end-of-project goal)	Immediate Outcome summary
Outcome 1: Social Protection Policy submitted to the Government of Angola for endorsement and approval				
Existence of a National Social Protection Policy with key interventions identified, prioritized and developed	1	1	1	On track: most milestones met
Costing of social protection scenarios according to intervention priority, completed	0	0	1	
Alternatives for fiscal space for social protection assessment, completed	0	0	1	
Outcome 2: A series of strategic actions are conducted for the preliminary implementation of a performance-based budgeting model in social protection institutions				
Action plan designed for implementing PBB in Angola’s social protection sector	0	0	2	Not on track: milestones missed
Outcome 3: Coordination of social protection system is improved				
Number of normative pieces prepared and published prior to the launch of the Committee	0	0	1	Not on track: milestones missed
Number of Committee sessions effectively developed during the first year since implementation	0	0	3	
Number of policy decisions adopted by the Committee on annual basis	0	0	3	
Number of institutions that participate in more than 80% of the Commission meetings	0	0	70%	

³⁶ Based on the M&E plan.

Indicator	Baseline (before project start)	Indicator Milestone (compare planned against actual)	Target (end-of-project goal)	Immediate Outcome summary
Output 4: Public institutions with better capacities to improve budgeting and service deliver				
Number of institutions and staffing duly trained in performance-based budgeting	0	0	50	Not on track: milestones missed
Number of institutions and staffing duly trained in strategies to enhance service delivery	0	0	100	
Number of institutions and staffing duly trained in social protection statistics for policy purposes	0	0	30	

A3.5.2. Achievement of the project outcomes

<input checked="" type="checkbox"/>	Highly probable Almost all (>80%) reporting period milestones have been met. Based on the indicators and risk assessment, it is highly probable all outcomes will be achieved by the end of the project.	<input checked="" type="checkbox"/>	Probable The majority (60–80%) of reporting period milestones have been met. Based on the indicators and risk assessment, it is probable the majority of outcomes will be achieved.
<input type="checkbox"/>	Low probability Some (40–60%) reporting period milestones have been. Progress is being made on the outcomes but based on the indicators and risk assessment only some outcomes will be achieved.	<input type="checkbox"/>	Improbable Few (<40%) reporting period milestones have been met. Limited progress is being made on the outcomes and based on the indicators and risk assessment only a few outcomes will be achieved.

Despite registering three out of the four milestones as Not on Track, due to the nature of the project design and the project workplan the milestones were not expected to be reached in first year of the project.

Based on the project workplan, the milestones related to Output 2, 3 and 4 are to be reached in the second and third year of the project. The achievement of the project outcomes is therefore probable and the project will implement a fast-track approach to the 2021 Workplan and more project milestones are to be reached by the end of the second year.

► A3.6. Narrative report: Managing for results

Having identified the need to support the coordination between the key stakeholders in the social protection system in Angola as well as the stakeholders responsible for the public finance management, the project has focused on the partnership building and on supporting the Government led process for the approval of a new *National Social Action Policy*. The key results achieved in the first year of the project implementation has been the awareness raised on the importance of the engagement of the different partners (contributory social protection and non-contributory social protection) and the linkage with public finance management as the instrument to guarantee sustainable initiatives and social services to improve social protection coverage.

Overall project implementation is managed through meetings between the ILO and UNICEF and the in-country EU Delegation. During the project's inception phase, it is important to note the active participation of the EU delegation in facilitating the interaction with key International Financial Institutions (IFIs) such as the International Monetary Fund (IMF) and the World Bank, which were briefed on the project and provided important inputs to the project design, in particular to the activities related to public finance management.

The COVID-19 pandemic adversely affected the project's initial dynamics and resulted in delays in the establishment of the Project Management Unit (PMU) due to the international travel restrictions during the lockdown period in Angola (*State of Emergency from March to June 2020 and State of Calamity from June 2020 to present day*) and the freeze in recruitment processes which affected the second trimester of the year. However, the project team has been able to support the development of the *National Social Action Policy* which significantly improves the environment for the implementation of other project activities.

Taking into account the request by the line Ministries for greater focus on the existing social protection programmes such as APROSOC and the Child Grant Cash Transfers (*Valor Criança*) and accounting for the Government's adaptation of the operational and programmatic requirements due to the COVID-19, the priority of the social protection stakeholders was the need to continue to deliver the key existing services on the ground.

At the same time, the project continued to promote and advocate for better coordination of the social protection system, including financial management and well as issues of efficiency, effectiveness and

equity. The project highlighted the importance of implementing capacity building activities targeting key institutions to improve social protection budgeting and ensure effective service delivery to the most vulnerable during the COVID-19 crisis.

Despite the postponement of some activities, the 2021 annual workplan will be adjusted to ensure a swift catch-up, leveraging the newly approved *National Social Action Policy* and enhanced cooperation with stakeholders.

As of December 2020, the project had hired the Project Manager for the PMU and regular meetings were held to re-align the Project Workplan and engagement with partners. The recruitment of two additional staff has been launched to fast-track the project implementation.

The project outcomes and outputs are highly relevant to the COVID-19 context and the approval of the National Social Policy provides the catalyst for the implementation and refocusing on the activities such as the diagnostic on social protection programmes, the establishment of the performance budgeting committee as well as the capacity building of social protection institutions on planning and budgeting.

The project has also established a Steering Committee which will oversee and provide guidance to the project implementation. The Steering Committee will be led by Minister of State for Social Affairs and by the UN Resident Coordinator and the EU Ambassador with the Minister of Finance, Minister of Social Affairs, Family and Women's Promotion, Minister of Economy and Planning and the Minister of Public Administration, Labour and Social Security as well as the Representatives of UNICEF and ILO.

The first Steering Committee meeting is to be held in March 2021 and is expected to further improve the project implementation structure and formalize lines of communication with Government counterparts, namely the Ministry of Social Action, Family and Women, the Ministry of Public Administration, Labour and Social Security and the Ministry of Finance and other key stakeholders such as the ILO National Commission and Civil Society Organizations engaged in social protection initiatives.

A3.6.1. Progress summary

During the reporting period, the key project progress can be summarised as follows:

- Comprehensive stakeholder mapping conducted during the Inception Phase that resulted in the elaboration and approval of the Project Document which included public finance activities such as performance-based budgeting and the capacity building of social protection institutions;
- The ILO Office convened a Webinar with Central Africa's constituents including Angola, to discuss COVID-19 response, on 23 April 2020. The Minister of Labour and Social Security of Angola received direct support and technical guidance from the project to prepare its participation. The briefing note on the policy considerations for the social protection response to the COVID-19 crisis, that was prepared in the framework of this sub-regional Webinar, was shared with key stakeholders in Angola.
- Technical inputs provided to the Government in the revision of the *National Policy for Social Action* detailing key policy interventions to be scaled up have been included in the policy framework. The recommendations prepared with the support of the project are summarized as follows:
 - include the human rights and multidimensional approach to social protection according to the life cycle dimensions;
 - ensure scale up of social transfers and the municipalization of social action;
 - develop and include strategy for building human capital for social protection at all levels, particularly local administration;
 - undertake analysis and costing exercises on financing modalities for increasing social protection coverage;
 - coordination mechanisms at all levels to include all key partners in social protection.
- The *National Policy for Social Action* was approved by the Council of Ministers in December 2020 and incorporated most of the contributions provided by the SP & PFM, namely the establishment of the *National Council on Social Action* as the main coordination mechanism for

all stakeholders in social protection, the call for the definition diverse financing modalities for increasing social protection coverage as an integral part of the Policy implementation, as well as the need to ensure cash transfers and the municipalization of social action were key programmes within the *Social Policy Action Plan*.

- High Level Meetings with the Ministry of Finance and the implementation of the joint webinar series entitled “*Simplifying the Budget*” which hosted five webinars have been organized by the project team and reached an estimated 7,541 participants from the general public, as well as Ministry of Finance Directors and Staff, as part of the overall efforts to increase budget transparency and literacy for increased accountability. The Webinars contributed to strengthening of the Ministry of Finance’s engagement with the project and resulted in the signing of the MoU between Ministry of Finance and UNICEF which is a key component for the acceleration of the project objectives on PFM (namely the work on *Performance Based Budgeting* and capacity building on planning and budgeting for the Social Protection Institutions).
- The Guidebook on “extending social security to workers in the informal economy” published by ILO in 2019, was updated to integrate COVID-19 context and translated into Portuguese, in collaboration with the ACTION/Portugal project.

The approval of the *National Policy for Social Action (Política Nacional de Acção Social (PNAS))* is a significant milestone for the architecture of the national social protection system and provides the policy framework for the project to deliver the expected results. It demonstrates the Government’s renewed commitment towards the paradigm in the national social protection systems as well as the need to increase the social protection coverage in the country. Having highlighted the issues of fragmentation and challenges facing the social protection system, the approval of the first coordinated national policy framework provides the basis for strengthening the national system with institutional clarity on the governance structure and the expected programmatic outcomes and results. The *National Policy for Social Action* established the *National Council for Social Action (Conselho Nacional de Acção Social-CNAS)* as the coordination body for all social protection programmes and stakeholders through Integrated Platform/National Social Action System that includes the central, provincial and municipal governance structures. The *CNAS* is chaired by the Ministry of Social Affairs, Family and Women and includes the Ministry of Public Administration, Labour and Social Security as well as Ministries of Education, Health, Territorial Administration as key members of the National Council.

In 2021, the SP & PFM project will support the development of the internal regulation and operative tools for the roll-out of the National Council’s activities, as per Output 3 of the project “*Coordination of social protection system is improved*”.

With regards to financing and investments for the social protection, the *National Policy* places emphasis on the national budget to support the social protection system with available resources. However, it also highlights the need to analyse and pursue other sources of financing through international cooperation and private sector engagement, and importantly, through fiscal space that could be created by taxes to specific products and activities. As indicated in the projects workplan, fiscal space analysis is an important deliverable within Output 1, *Social Protection Policy Adopted, Costed and Fiscal Space* and will be implemented in 2021. The memorandum of understanding signed between UNICEF and the Ministry of Finance will constitute a strong enhancer for the work between the government and the project team to generate evidence and increase fiscal space for social protection.

In terms of the other activities implemented, although not directly contributing to the specific outputs on public finance management, the joint webinar series was requested by the Ministry of Finance with the view of building the partnerships with the UN agencies on budget transparency and budget literacy. It provided an important platform for the key messages on the social protection coverage, and was used to demonstrate credibility and common interests in public finance issues, which has led to greater engagement and commitment from the Ministry of Finance in planned project activities

Stakeholder meetings with the Ministry of Social Affairs, Family and Women and with the Fundo de Apoio Social (FAS) implementing partner of the World Bank financed project *Strengthening the National Social Protection System Project* were also an opportunity to present the project’s objectives. It highlighted the need for future collaboration to jointly promote the national coordination

mechanisms for social protection as well as the costing and financing needs for social protection programmes.

Despite the dynamic start to the project during the Inception Phase, key activities programmed during 2020 were not implemented due to delays in setting up of the Project Management Unit as a result of the COVID-19 lockdown and restrictions.

Importantly, despite the challenges, the project was able to support the Government's design and approval for the *National Social Action Policy*. This has provided a government endorsed framework, including defined government roles, responsibilities and coordination mechanisms which will help to advance the activities of the project. The project will implement a *fast-track* Annual Workplan for 2021 to ensure expected results of the project are met.

(i) Improved gender equality in social protection coverage

Gender equality in social protection is not only a cross-cutting issue but a catalyst for a more sustainable impact of the social protection measures and a very important policy principle.

The approved *National Policy for Social Action* gives priority to increasing coverage with a gender lens by targeting support for women in vulnerable economic conditions, widows, victims of domestic violence. The policy defined nine guiding principles which includes the *Principal of Social Equity* within which gender equality is the key component and should be mainstreamed throughout the implementation of the policy.

(ii) Improved disability-inclusiveness of the social protection system

In practical terms, the SP & PFM project will build on the existing experience of the EU funded APROSOC project which has incorporated gender analysis throughout the implementation of its programme (including in the activities related to the Municipalization of Social Action and the Cash Transfer Pilot). Improved disability-inclusiveness of the social protection system

Disability-inclusiveness was incorporated as one of the key principles of the *National Policy for Social Action* as the policy identified disabled persons as key beneficiaries of social protection and defined the principle of non-discrimination. However, the policy does not provide specific targets or propose programmes to be implemented and this is a contribution the SP & PFM project will strive to make in 2021. The *Strategy for Operationalization of the Policy* requires support for the specific programmes and the development of a detailed action plan, and the project will support the Government by providing guidance on disability – inclusiveness in the implementation of the *Social Policy Action Plan*.

(iii) Improved shock-responsiveness of the social protection system

The COVID-19 pandemic provided a challenging context to the final discussions and contributions to the *National Policy for Social Action*.

This was because in the initial phases of the pandemic the shock-responsiveness of the social protection system was centred on the humanitarian assistance essentially through food baskets to the most vulnerable communities affected by the national lockdown measures.

However, the Government expanded its approach and prioritized the expansion of the existing cash transfers projects; implemented cash transfers pilot projects in urban areas; and developed provincial shelters for homeless and vulnerable people as a response to the COVID-19 pandemic.

This created evidence for shock-responsive interventions for the social protection system and demonstrated capacity to intervene and mitigate the negative economic and social impact of COVID-19.

The approved *National Policy* now includes shock-responsiveness and disaster risk management as key components of the social protection system by defining its second pillar as *Interventions for the protection of citizens in situations of vulnerability* and defining the provision of temporary or emergency social services as priorities for those affected by shocks.

(iv) Improved social protection coverage for informal economy workers

The extension of social security to workers in the informal economy as part of formalization is the first priority of Angola's Decent Work Country Program 2019–2022. In addition, one of the requirements for EU new budget support to Angola is the number of informal economy workers covered by social security. The SP&PFM project in collaboration with the ACTION/PORTUGAL project, supported the updating of the Guidebook on "extending social security to workers in the informal economy" published by ILO in 2019 and its translation into Portuguese. This guidebook will be a reference material for the implementation of output 4.3 "Design and support social security scheme for workers in informal and rural sector. In addition, the project discussed with the MAPTSS, ILO Commission and the National Social Security Fund on challenges and strategies for the extension of social security to workers in informal economy.

A3.6.2. Evaluations, reviews and monitoring

The monitoring and feedback provided by the EU Delegation has been important with regards to the inception phase recommendations and the regular meetings between agencies to review progress and set-up of the PMU.

Monthly meetings between the PMU and the EU delegation were established from the October 2020 and will be continued for the duration of the project.

A3.6.3. Main challenges, risks and corrective action

The project has faced considerable delays in the roll-out of the planned activities for 2020 due to the situation created by the COVID-19 pandemic. There were delays in the recruitment process as well as the national partners prioritizing the engagement of the agencies on the existing programmes at the outset of the COVID-19 pandemic. As a result, the PMU will implement the project's first Steering Committee in March 2021 to adjust the workplan and the budget.

The 2021 Annual Workplan will build on the relationship established with the Ministry of Finance as well as the approval of the National Social Action Policy to leverage and fast track the implementation of the project activities.

A3.6.4. Opportunities and corresponding strategy adjustments

The approval of the *National Social Action Policy* provides an important opportunity for the revision of activities and adapting to support the implementation of the policy as well the coordination mechanisms.

The revision of the project workplan will take into account the priorities as stated in the new Policy, while maintaining a strong public financial management focus of the project, building on the new MoU with the MINFIN which is both an achievement and an opportunity.

A3.6.5. Contribution of the Project to the COVID-19 response

As highlighted in the Inception Report, the project can report two key actions regarding the COVID-19 response:

- Capacity building of the key partners for the analysis of the impact of COVID-19 on the social protection systems.
- Support to evidence generation, including a brief on policy consideration for social protection response to COVID-19 crisis and Socio-Economic Analyses published monthly since the COVID-19, which promotes the expansion and geographical reach of social protection measures by the Government in response to the crisis.

The project will continue to identify ways to contribute to the Government's analysis of the COVID-19 response with an emphasis on the PFM considerations in the 2021 Workplan.

A3.6.6. Specific interventions related to public finance management

The implementation of five Webinars with the Ministry of Finance was an important partnership activity that has enhanced common understanding and will contribute to the more specific activities and the outputs of the project.

The Webinars focused on the budget and in communication to the public on budget priorities and budget process and as a result allowed for the discussions on social protection floors and the necessary investment in social sectors to be conducted through a public forum.

The Webinars counted on the presentations by of Ministry of Finance staff, UNICEF staff and Civil Society Organizations and provided a digital platform for advocacy on more transparency and participation in public finance management.

The Webinars reached an estimated 7,541 participants from the general public, as well as Ministry of Finance Directors and Staff and this has supported the discussions on the financing and investment needs for the social protection sector and highlighted the importance of the coordination mechanisms on social protection.

The engagement with the Ministry of Finance has carved the way for the more strategic activities planned in the SP & PFM project, namely the work on *Performance Based Budgeting*.

A3.6.7. Complementarity with the EU Delegation's interventions and on-going and future Budget Support Programmes

The EU confirmed its Budget Support Programme for Angola in December 2020 which gives an opportunity to engage with the MAPTSS and other key stakeholders to ensure complementarity with the proposed interventions which includes the extension of social security to the informal workers.

A3.6.8. Synergies with other strategic social protection interventions and partnerships with other development partners

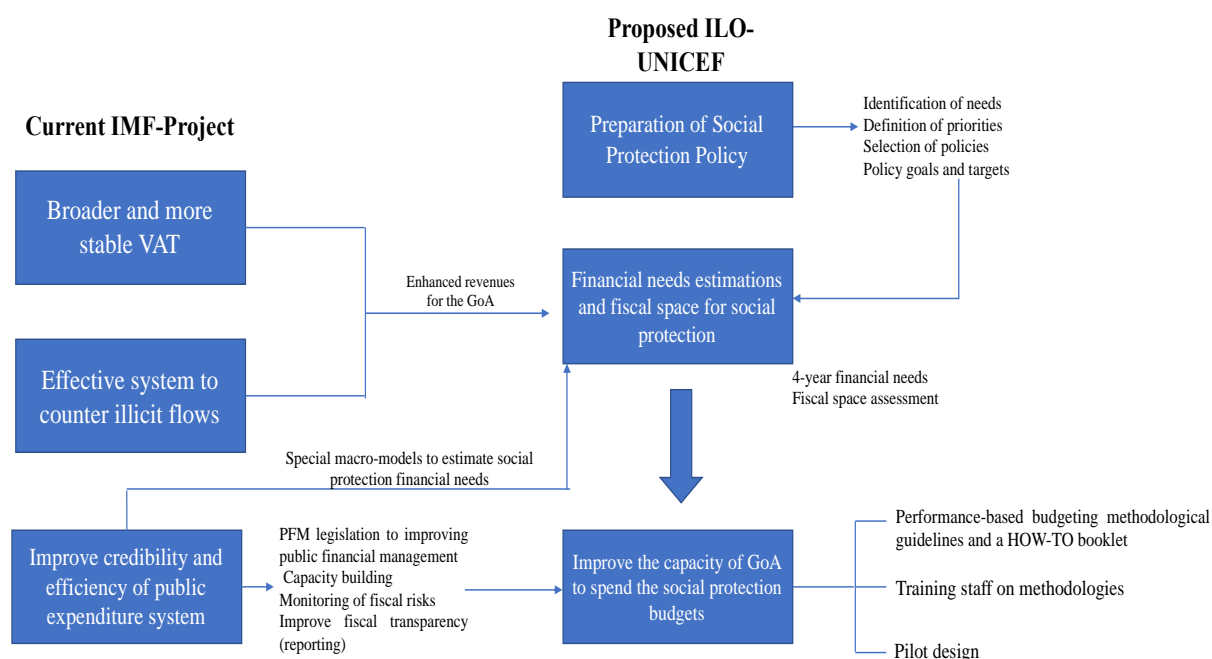
As highlighted by the stakeholder mapping, the ongoing social protection interventions which provide a basis for the activities and support the project's expected Outcomes are the Apoio à Protecção Social em Angola (APROSOC) project funded by the EU and the Programa de Fortalecimento da Protecção Social (Kwenda) project funded by the WB.

Both projects implement actions to support the municipalization of social services and Cash Transfers to vulnerable and poor families. The importance and linkage with both projects is that they provide the necessary inputs for costing exercise and for specific budgeting and planning modules that can include the reality of the human resources, infrastructure needs that can support proper planning and budgeting for social protection.

The APROSOC and Kwenda projects also provide a solid basis to build upon the advocacy opportunities created by the project and will support the dialogue based on evidence of the implementation of social protection initiatives at the local level. They have been built on the same intervention model with the support of UNICEF who also provide technical assistance and leadership for the implementation of the APROSOC.

A3.6.9. Strategic partnerships with other development partners

The IMF and EU projects to support public finance management reforms have clear links with the proposed project activities. These cross-linkages are presented below:



A3.6.10. Budget implications

No budget implications have been registered in the reporting period and the proposed fast-tracking of activities in 2021 will ensure financial expenditure of the agreed budget.

A3.6.11. Lessons learned – highlights

- The inception phase took place in a context of ongoing discussion between Government and IMF for the implementation of fiscal reforms, and the preparation for implementation of a national cash transfer programme with World Bank. These were both instrumental to designing a project that can build on existing projects and contribute to specific deliverables that can support advocacy, planning and budgeting for the national social protection system.
- The challenges of Angola's social protection system were clearly identified by the different national actors consulted, in particular, the implementing partners. The priorities areas of intervention of the project seek to address the main bottlenecks such as financing and to promote greater coordination and generation of evidence-based data to inform planning and budgeting for social protection.
- The existence of an ILO Commission in Angola including representatives from Ministry of Labour, Worker and Employers Organization proved to be very important for the implementation of the project as they are source of valuable information and assist in establishing a greater understanding of the context and in creating the necessary linkages.

A3.6.12. Visibility & Communication

In preparation for national consultations, information on the project were shared with all the stakeholders indicating especially that the project is supported by the EU.

With the arrival of the ILO Project Manager in Angola, a letter was sent by ILO Country Director to the new Minister of MAPTSS and the ILO Project Manager was introduced to UN Resident Coordinator and the national stakeholders. Meeting between ILO Project Manager and the new Minister of MAPTSS and Secretary of State for Labour and Social Security was a good opportunity to present the project and reinforce the project commitment to support Social Protection System in Angola.

During meetings with stakeholders, carried out by the implementing partners, the contribution of the EU was clearly highlighted as per the visibility guidelines.

A monthly meeting will be organized between the implementing partners and the EU Delegation to ensure coordination and consistent flow of communication.

► Annex A3.A1. Project risk register

Risk statement. The event we do not want to see and its potential impact on objectives	Comment. Explain how the risk might arise and the importance of the impact	Measures currently in place to address this risk	Impact	Likelihood	Total	Change ¹	Risk Owner ²	Additional risk response for the attention of the implementation team and the Steering Group
The fiscal situation does not improve, and this affects the relative position of social protection	If fiscal conditions do not improve and the path to restore sustainability takes longer than expected (or the path is sustained on the grounds of austerity), then the discussion around social protection financing and fiscal space creation may lose importance in the next years.	(1) The fiscal consolidation strategy that the country has adopted in past years (2) Reinforce the evidence-base with financial and SP budgetary analysis and policy	5	3	15	↔ No change in the total level of risk	Project Manager	
Fragmentation of the social protection system complicates dialogue and coordination of key policy discussions	Difficulties to integrate a new coordinating mechanism may come from the multiple institutions and programs existing in Angola and lack of political will.	(1) Communication and awareness plan (2) Individual meetings with relevant actors for moral persuasion	3	2	6	↓ Decrease in the total level of risk.	Project Manager	Engagement of the Minister of State as the lead in the Steering Committee minimizes risk of lack of political will
Information availability is scarce or difficult to access for calculation purposes	The type of information required for costing and fiscal space analysis is very specific and usually not at available in our countries. Also, there are barriers to some specific categories, especially financial ones.	(1) Information request at early stages of the project trying to involve the INE from the very beginning of the project (2) Define a list of information to be needed and assess its availability vis-à-vis the stock of INE data and other potential sources (3) Use of secondary sources of information (4) Make strong advocacy with institutions	4	3	12	↔ No change in the total level of risk	Project Manager	The SC should support the search of information by requesting data officially

Risk statement. The event we do not want to see and its potential impact on objectives	Comment. Explain how the risk might arise and the importance of the impact	Measures currently in place to address this risk	Impact	Likelihood	Total	Change ¹	Risk Owner ²	Additional risk response for the attention of the implementation team and the Steering Group
Social protection is regarded as a non-prioritized topic	Social protection may be considered as a secondary issue in the political agenda and this may have an impact on its placement at the moment of deciding on resource allocation. If, in addition, non-popular measures like the elimination of subsidies are effectively implemented, then there is a potential risk of social unrest if the situation worsens.	(1) Strong communication and visibility campaigns (2) Definition of "marketing" agenda of those ministries with social institutions under administration (3) Reinforce the evidence-base with financial and SP budgetary analysis and policy	3	1	3	↓ Decrease in the total level of risk	Project Manager	
Capacity building activities are not very attractive for staffing	Depending on the contents of the courses, the methodology and the lecturers, these activities may not generate motivation to participate.	(1) Motivation strategies among public employees (2) Application of top-notch curricular strategies	2	3	6	↔ No change in the total level of risk	Project Manager	
Social protection is subject to political cycles	2021 is electoral year in Angola and the relative positioning of the social protection issue in the national agenda may vary according to the party in power. This may affect the overall programming of the project	(1) Elevate topic during campaign to force parties to publicly provide support to the SP	4	3	12	↔ No change in the total level of risk	Project Manager	
¹ The Change column is used during implementation and summarizes the change since the last time the risk register was presented. Three symbols are used: ↑ Increase in the total level of risk ↔ No change in the total level of risk ↓ Decrease in the total level of risk ² The Risk Owner column is used during implementation and records the name of the person with day-to-day responsibility for monitoring the risk and coordinating the response.								

► Annex A3.A2. Outputs of the project

Title of the output	Link to the activity of the logical framework	Status (not yet started/on-track/completed/endorsed by national stakeholders)
Guidebook on the extending social security to workers in the informal economy translated into Portuguese	Design and support social security scheme for workers in informal and rural sector	completed

► Annex A3.A3. Communication and visibility

The implementation of 5 Webinars with the Ministry of Finance has been important and will contribute to the more specific activities and the outputs of the project.

2020 Communications and Visibility Plans



[Action Plan for Communication and Awareness of the General State Budget](#)

[Webinars Communication Plan](#)

Press releases example



[Webinar 4 Press release](#)

Media and Social Media Clipping (examples)

<https://tinyurl.com/y28hrjcf>

<https://tinyurl.com/y6pe8mts>

<https://tinyurl.com/y2hd98ro>

<https://tinyurl.com/yxgb59ut>

Broadcasting/Live streaming Example

[Webinar 5.](#)

Published Material examples



APPENDIX 4. BURKINA FASO



Cotton spinner, Burkina Faso, 1998. © ILO

► A4.1. Executive summary

The first year of implementation was severely disrupted by the COVID-19 pandemic and the presidential and parliamentary elections. In addition, the project faced challenges in terms of official government approval.

In this difficult context, it was not possible to organise a launch workshop to present the project to national stakeholders and development partners, nor to carry out training activities. Face-to-face meetings, seminars and trainings are postponed to a more suitable period for the organisation of workshops.

On the other hand, activities have been carried out to the extent possible to move towards the expected results. Among these activities, the project supported the SP/CNPS to carry out studies in a participatory and inclusive process. Technical steering committees involving all stakeholders (government, civil society, donors) were set up to carry out the studies. These committees assessed and validated the different stages of the studies up to the final report. The final reports were then validated at a national meeting organised by the government. Stakeholders were positive about the results of the studies and the government is using the studies to guide the development of the next national social protection policy.

Furthermore, despite a difficult national context, the government and civil society organisations (CSOs) will soon launch the process of developing the next national social protection policy. Since 2019, this process has been supported by UNICEF, notably now under the ECDEVCO-ILO-UNICEF project, with support to SP/CNPS. This process offers a real opportunity to develop a new social protection policy with a solid analysis of the fiscal space that will take into account the humanitarian crisis context, the COVID-19 pandemic and the shock response mechanism.

Regarding the official approval of the project by the government. The ILO and UNICEF have initiated a series of actions, including meetings with SP-CNPS and senior management involvement, to overcome the administrative bottlenecks faced by the project. The process is ongoing and may lead to a reorganisation of the work plan and a consequent adjustment of the budget in order to explicitly adhere to the expectations of the SP-CNPS and to the regulations on development programmes and projects in Burkina Faso.

► A4.2. Budget/Planning information

Project budget in EUR:	1,853,554		
Project duration in months:	44	Planned	Actual
Project start date (including inception phase):		October 2019	October 2019
Project end date:		May 2023	May 2023

► A4.3. Summary outputs

A4.3.1. Output delivery³⁷

Output	Output status	Output summary
Outcome 1: Enhanced conception, coordination, tracking and financing of gender-sensitive and inclusive schemes and programmes, of the social protection system of Burkina Faso towards SDGs 1 and 10		
1.0. Support to Government Responses to COVID-19	Completed	Two assessments completed: <ul style="list-style-type: none"> – Rapid assessment of the socio-economic impact of the COVID-19 on the informal sector, carried out by ILO and shared with SP/CNPS, General Directorate of Social Protection (DGPS/Ministry of Labour), World Bank and European Union delegation (DUE)– Assessment to measuring the socio-economic impact of the COVID-19 pandemic, carried out by UNICEF and CERADESI (civil society organization). This study combine with the UNDP study should provide substantial recommendations and actions whose implementation could mitigate the socio-economic impact of this pandemic on the most vulnerable
1.1. An overall review of the national social protection system using ISPA tools leads to consensual recommendations for improving the social protection system in Burkina Faso and provides evidences for the adoption of the new PNPS	On schedule	<ul style="list-style-type: none"> – Four studies have been carried out (see point 5) and a review of the national social protection system is underway. – Four steering committees involving national stakeholders are established in order to promote dialogue around social protection system. – The project also supports the national dialogue around the development of the social registry of the most vulnerable people through support to the national task force. – Continuous support will be provided to the government to ensure that the new SP policy includes strong coordination and necessary SP floor guarantees.
1.2. Burkina Faso has a sustainable and adequate financing strategy of its national system of social protection	On schedule	<ul style="list-style-type: none"> – The definition of a financing strategy for social protection in order to ensure optimal and sustainable financing of the PNPS is completed and endorsed by the Government and all the stakeholder involved in this process. This study suggests the establishment of a national social protection fund to ensure sustainable financing of social protection in the Burkina Faso. – The SP/CNPS received support for the development of a strategy for financing social protection. – Additional support will be provided throughout the SP policy design to ensure strong costing and financing are mainstreamed.

³⁷ Based on the Implementation Plan.

Output	Output status	Output summary
Outcome 2: To support institutional and technical actors in the implementation of universal health coverage and strengthening of local mechanisms for the extension of social protection schemes and programmes at the municipal level, adapted in particular to the needs of persons in situations of temporary and lasting vulnerability and fragility, including displaced persons.		
2.1. Strengthened capacities of institutional and technical actors and tools to monitor progress in extending social protection	On schedule	<ul style="list-style-type: none"> – The SP/CNPS received support for the development of key indicators for monitoring the implementation of the PNPS. The final report is endorsed by the Government (SP/CNPS) and all the stakeholder involved in this process. – Output 2.1 (Strengthened capacities of institutional and technical actors and tools to monitor progress in extending social protection) is closely linked to the results of the national dialogue and depends on its implementation. – The project team will continue advocacy to initiate a social dialogue as part of the SP policy preparation. The ongoing discussion with the national counterpart will help assess if this stands as a priority for the government.
2.2. Strengthened technical capacities of the schemes to ensure the quality and sustainability of minimum guarantees of social protection.	On schedule	<ul style="list-style-type: none"> – Additional resources are being mobilized, from the Belgian Government, for the implementation of a complementary project, implemented by ILO, to support the technical and financial parameterization and deployment of the Universal Health Insurance System. – Actions to support the strengthening of communal social services are planned from 2021 onwards. – The project is participating in a task force of technical and financial partners on mechanisms for targeting poor and vulnerable households, in support of the deployment of the social register by the SP/CNPS.
Outcome 3: Shock-responsive programmes, tailored to the needs of people in situations of vulnerability, fragility and insecurity, including displaced persons, are integrated into the national social protection system, in coherence and synergy with social insurance schemes, and social assistance and social safety net programmes		
3.1. Strengthened capacities of mechanisms and programmes to ensure the construction of a social protection system that can also meet social protection needs in the context of crisis and fragility in Burkina Faso	On schedule	<ul style="list-style-type: none"> – The activities are scheduled in 2022 and 2023. However, given the current humanitarian situation, the project will initiate actions to ensure that the SP policy, programmes and mechanisms include the necessary features to ensure a shock responsive social protection system. – The project participates in ongoing reflections (eg. participation in a workshop on nexus organized by Save the Children in October 2020). – The issue of humanitarian development nexus is important in Burkina Faso and should be the subject of attention in the national dialogue.

A4.3.2. Outputs: Overall delivery assessment

<input type="checkbox"/>	Highly satisfactory Implementation of almost all (>80%) outputs is on schedule as envisaged in the implementation plan and almost all (>80%) indicator milestones have been met.	<input checked="" type="checkbox"/>	Satisfactory Implementation of the majority (60–80%) of outputs is on schedule as envisaged in the implementation plan and the majority (60–80%) of indicator milestones have been met.
<input type="checkbox"/>	Unsatisfactory Some (40–60%) outputs are being implemented on schedule as envisaged in the implementation plan and/or only some (40–60%) indicator milestones have been met.	<input type="checkbox"/>	Very unsatisfactory Few (<40%) outputs are being implemented on schedule as envisaged in the implementation plan and/or only a few (<40%) indicator milestones have been met.

► A4.4. Summary outcomes

A4.4.1. Outcome achievement³⁸

Indicator	Baseline (before project start)	Indicator Milestone (compare planned against actual)	Target (end-of-project goal)	Immediate Outcome summary
Outcome 1: Enhanced conception, coordination, tracking and financing of gender-sensitive and inclusive schemes and programmes, of the social protection system of Burkina Faso towards SDGs 1 and 10				
A new National Social Protection Policy (NSPP) for the period 2023–2032 validated by the stakeholders.	0	0 UNICEF supported the mid-term evaluation of the NSPP	1	On track: most milestones met Addressing the fiscal space issues, the study completed in 2020 show that tree options of height proposed in the ILO handbook are more feasible and suitable for Senegal regarding the macroeconomic context. Overall, 20 measures were identified, including new taxes, to improve the social protection financing mechanism. In addition, a document on the framework of social protection financing will be drafted in the next step. These two dimensions need to be deepened and challenged with government counterparts.
Proportion of social protection expenditure to the total State budget (disaggregated by type of programmes/domain of benefits).	N/A	3,87% (2019) *	3,5%	
Output 1.1: An overall review of the national social protection system using ISPA tools leads to consensual recommendations for improving the social protection system in Burkina Faso and provides evidences for the adoption of the new PNPS				
Database with information on coverage and expenditures of social protection is available.	0 Data sources are identified: annual review of the PS/CNPS, statistical yearbooks of the CNSS and CARFO	0 Ongoing review and data collection for the ILO's Social Security Inquiry survey	1	
A comprehensive social protection review document, using ISPA tools, is available.	0	0 Ongoing review	1	
A set of recommendations are formulated concerning the organization, mechanisms and gender-sensitive guarantees of a social protection floor, including for people in vulnerable situations displaced persons.	0	0	1	
Number of multi-stakeholder dialogue events organized by the project to improve coordination, implementation and monitoring of the NSPP	0	0	12	

³⁸ Based on the M&E plan.

Indicator	Baseline (before project start)	Indicator Milestone (compare planned against actual)	Target (end-of-project goal)	Immediate Outcome summary
Output 1.2: Burkina Faso has a sustainable and adequate financing strategy of its national system of social protection				
A technical background paper on the analysis of the fiscal space allocated to social protection and an analysis of medium- and long-term financing options are available	0	1 Support for the identification of a financing strategy for social protection in Burkina Faso. This study endorsed by the Government (SP/CNPS) suggests the establishment of a national social protection fund to ensure sustainable financing of social protection in the Burkina Faso.	3	
A national financing plan for the social protection sector in the medium and long term, based on the reforms identified, is available.	0	0	1	
Outcome 2: To support institutional and technical actors in the implementation of universal health coverage and strengthening of local mechanisms for the extension of social protection schemes and programmes at the municipal level, adapted in particular to the needs of persons in situations of temporary and lasting vulnerability and fragility, including displaced persons				
Number of national programmes and schemes with improved administrative and delivery mechanisms.	0	0 Mobilization of resources for a complementary RAMU support project starting in 2021	2	On track: most milestones met
Number of national social protection schemes and programmes that produce sex-disaggregated data and qualitative information on the gender and disability sensitivity of programmes.	0	2 Currently, only the CNSS and CARFO social security regimes produce disaggregated data.	3	
Output 2.1: Strengthened capacities of institutional and technical actors and tools to monitor progress in extending social protection				
A system for compiling social protection statistics is tested, available and used by the SP-CNPS.	0 Data sources are identified: annual review of the PS/CNPS, statistical yearbooks of the CNSS and CARFO	0	1	

Indicator	Baseline (before project start)	Indicator Milestone (compare planned against actual)	Target (end-of-project goal)	Immediate Outcome summary
Number of multi-stakeholder meetings organized by the project to improve delivery and monitoring of the social protection programmes and schemes.	0	2	3	
Number of stakeholders trained on monitoring of social protection programmes and schemes (by number of identified entities, by number of people trained (total and per entity, disaggregated by sex).	0	0	20	
Output 2.2: Strengthened technical capacities of the schemes to ensure the quality and sustainability of minimum guarantees of social protection				
Number of technical reports to reform and improve the implementation RAMU validated by stakeholders.	0	1	2	
Number and proportion of targeted population who is better informed of its entitlement and benefits under the applicable social protection system (by sex, age, people with disabilities, etc.).	NA	30	80	
Number of actors (CNAMU, NGOs, mutual health insurance, health care providers, communal authorities, communal social services personnel, etc.) trained by the project.	0	0 Creation of an inter-trade union committee on social protection (training sessions planned for 2021)	20	
Number of pilot experiences capitalized.	0	0	1	
Outcome 3: Shock-responsive programmes, tailored to the needs of people in situations of vulnerability, fragility and insecurity, including displaced persons, are integrated into the national social protection system, in coherence and synergy with social insurance schemes, and social assistance and social safety net programmes				
Number of references to shock response mechanisms in the draft National Social Protection Policy.	0	2	4	On track: most milestones met
Number of programmes and schemes that are more responsive to shocks based on the needs of the population.	0	1	1	
Number of shocks related impact indicators included in the monitoring framework of the social protection sector.	N/A	0	1	

Indicator	Baseline (before project start)	Indicator Milestone (compare planned against actual)	Target (end-of-project goal)	Immediate Outcome summary
Output 3.1: Strengthened capacities of mechanisms and programmes to ensure the construction of a social protection system that can also meet social protection needs in the context of crisis and fragility in Burkina Faso				
Number of briefs/papers/reports/mechanisms on how to strengthen the link between social protection programmes and schemes and response to humanitarian needs.	0	1	2	
Number of programmes designed or reformed under the project that have improved their responsiveness to shocks.	0	0	1	
* This indicator relates to the budget dedicated to the implementation of the PNPS action plan and includes indirect expenditures (project management, etc.) – "Review of public expenditures in the social protection, education and child protection sectors from 2017 to 2019 in Burkina Faso", interim report, DMCI, 3 November 2020				

A4.4.2. Achievement of the project outcomes

<input checked="" type="checkbox"/>	Highly probable Almost all (>80%) reporting period milestones have been met. Based on the indicators and risk assessment, it is highly probable all outcomes will be achieved by the end of the project.	<input type="checkbox"/>	Probable The majority (60–80%) of reporting period milestones have been met. Based on the indicators and risk assessment, it is probable the majority of outcomes will be achieved.
<input type="checkbox"/>	Low probability Some (40–60%) reporting period milestones have been. Progress is being made on the outcomes but based on the indicators and risk assessment only some outcomes will be achieved.	<input type="checkbox"/>	Improbable Few (<40%) reporting period milestones have been met. Limited progress is being made on the outcomes and based on the indicators and risk assessment only a few outcomes will be achieved.

► A4.5. Narrative report: Managing for results

A4.5.1. Progress summary at December 2020

The completion of the design phase was described in the inception report. The objectives and expected results of the project were identified in consultation with various national actors and external partners, including the SP/CNPS, the General Directorate of Economy and Planning, the CNAMU (National Health Insurance Fund), the ministry of Labour, the National Council of Burkinabe Employers, the workers' organizations members of the Trade Union Action Unit, the European Union Delegation and the World Bank.

The work plan for the year 2020 was mainly oriented towards outcome 1 of the project with the objective of initiating a national dialogue process bringing together national stakeholders and external partners. So, several activities were carried out in order to prepare this national dialogue process:

- The technical and financial support provided to the SP/CNPS have permitted to launch a crucial evidence generation for the development of the next national social protection policy and sustainable financing of the social protection system in Burkina Faso. These include the following studies:
 - The development of indicators and metadata using the SMART methodology to better monitor and evaluate performance on social protection as the draft policy document was not accompanied by indicators to monitor its implementation. The absence of such indicators does not allow for a proper assessment of progresses on social protection. This study was validated during a national workshop held in July 2020 and the final report is now available, and will be used to strengthen the M&E component of the national Social Protection Policy.
 - The development of a financing strategy for social protection in Burkina Faso. This study endorsed by the Government suggests the establishment of a national social protection fund to ensure sustainable financing of social protection in the Burkina Faso and a road map for its operationalization. A national workshop with ministries, civil society, private sector and donors which was held in August 2020 to validate the final report. This study will allow to carry out evidence-based advocacy to ensure sustainable and optimal financing of the next social protection policy from domestic resources, and increase outcomes for the most vulnerable, through effective social protection interventions. During 2021, the project will support the implementation of this recommendation.
 - In Burkina Faso, one of the major social risks not covered by laws and regulations is the risk of unemployment. The government and CSOs considered that it was necessary to initiate discussions on unemployment insurance to offer people who have lost their jobs an adequate compensatory income to mitigate the effects of job loss on the living conditions of children and women. This became increasingly critical during the COVID-19 crisis, as its impacts on employment may lead to increased vulnerability on families. Therefore, technical and financial

support are provided to the SP/CNPS to develop a feasibility study on unemployment insurance to serve as a basis for discussions with stakeholders. The final report of this important study is available, and conclusion are being discussed in order to translate them into policies and programmes.

- To support advocacy and policy dialogue for social protection, the SP/CNPS and CSOs will develop an investment case on social protection. This ex ante impact assessment on the implementation of cash transfer programmes at macro, individual and household (micro-simulation), and most vulnerable groups (women and children in particular) levels, will be used to strengthen advocacy for optimal financing of social protection. This study is completed, and the final report is approved by the Government (SP/CNPS) and the stakeholder involved in this process. The national workshop to validate the study was held at the end of October 2020.
- To ensure more and effective participation of all the stakeholders and to make these processes participatory, a steering committee with multi-stakeholder (government, civil society, donors) are established by the Prime Ministry for each study. These committees, led by the SP/CNPS, held 13 workshops to review and validate the deliverable of each study. Three out of the four planned studies were validated during a national workshop held in July and August and the final reports are available. The study on the Investment case on social protection was validated at the end of 2020. All these studies will feed into the new SP policy development and discussions are ongoing with the government to ensure capitalization of the conclusions and recommendation. The SP-CNPS has set-up a committee for this purpose.
- Within the framework of outcome 1 (output 1.2), a review of the national social protection system was initiated from June 2020 (when the progressive lifting of restrictive measures related to the COVID-19 pandemic made it possible to meet the mechanisms and programmes that intervene in the field of social protection). A data collection and organization matrix for the review was prepared based on the SPPOT (Social Protection Policy Options Tool) methodology developed by the ISPA (Interagency Social Protection Assessments) platform. This review is based on available reports and other documents, statistical data from the INSD, the annual review reports of the SP/CNPS and information collected directly from the main social protection schemes and programmes.
- In complementarity with the project activities, UNICEF supported the mid-term review of the implementation of the PNPS.
- Overall, the review of the national system will integrate the responses implemented by the government and external partners. These responses and the lessons learned will contribute to the reflections of the national dialogue for the construction of a global response framework by strengthening the citizen control and the social responsibility mechanism in order to use citizens' committees in the response to poverty and vulnerability at local and central levels.
- An inter-union committee on social protection is organized with the six trade union centers that are members of the Trade Union Action Unit (UAS). This committee brings together 2 focal points per trade union center with the objectives of developing a pool of expertise, supporting analysis, reflection and action in each trade union center and strengthening effective and unified trade union participation in national forums for dialogue on issues related to social protection, particularly concerning universal health insurance.

A4.5.2. Evaluations, reviews and monitoring

Efforts to obtain official endorsement of the project were not fully successful. The government's legal framework for projects implemented in Burkina Faso appeared to be a challenge for the endorsement of the project. The implementing partners have initiated a series of actions, including meetings with the SP-CNPS, official correspondences to the Prime Ministry and involvement of senior management in order to alleviate the administrative bottlenecks related to the project official endorsement by the government.

Discussions are still ongoing at the beginning of 2021 and could lead to a revision of some planned project activities in order to best respond to the SP-CNPS's requests for support in the realisation of its strategic plan for the implementation of the PNPS, in particular regarding the deployment of communal social services and the single social register. The project document is fully in line with this

strategy, however the request of the SP-CNPS is for financial support whereas the project support is essentially technical.

Discussions are continuing in order to complete this process of recognition of the project, which will make it possible to include it among the projects monitored by the steering committee of the Prime Ministry's "promotion of human capital" budget programme.

A4.5.3. Main challenges, risks and corrective action

Following the design phase, the project started on April 1, 2020 in a difficult context:

- The security situation has deteriorated rapidly since 2018, with an upsurge in attacks by non-state armed groups, leading to massive population displacements (approximately 1.1 million displaced persons at the end of November 2020). In addition, with the rainy season, several localities in the country have been affected by floods and high winds that have created 106,200 disaster victims representing 17,700 households. This has shifted the government priority to respond to these surges.
- Burkina Faso was not spared by the COVID-19 pandemic. From March to September, the country was only slightly affected with a low number of new cases per day, sometimes zero. On the other hand, the epidemic has experienced a worrying evolution since November with a surge in new daily cases. By mid-December 2020, the country had a cumulative total of 4,209, with 71 deaths. The pandemic has rapidly deteriorated the country's economic prospects, despite the implementation of support measures and national economic recovery by the state. Overall, the crisis has revealed weak national capacity to provide short- and medium-term assistance to protect incomes, due to the informal status of the majority of companies. This calls for a stronger support to the COVID-19 response through social protection, including for informal economy workers.

The application of restrictive measures related to COVID-19 by the Burkinabe Government on the one hand and precautionary measures by the UN system for its staff on the other hand, at the very moment the project was launched, blocked the momentum of the project. In particular, it was impossible to organize a kick-off workshop as well as the first planned capacity building activities, in a context where the poor quality of Internet connections limited the holding of this type of event in the form of virtual sessions. Therefore, even though various activities have been carried out, the project has a low visibility among national actors and external partners.

Compliance with measures against COVID-19 and security will facilitate the implementation of some activities such as capacity building. Also, the contribution of CERADESI, which has proven expertise on social protection and the promotion of citizen control mechanism, will be used to carry out some activities at the local and community level.

A4.5.4. Opportunities and corresponding strategy adjustments

With regard to the previous point, some elements of the project strategy should be adjusted in 2021:

- Due to the context of COVID-19 and the humanitarian crisis, the Government requested the project's support to accelerate the targeting process of the most vulnerable in order to provide them with the necessary support through social protection programmes. For this purpose, the project will support the implementation of the Community Based Monitoring System (CBMS) mechanisms through CERADESI in order to provide an appropriate and targeted response for the most vulnerable population, including those affected by the negative socioeconomic impacts of the COVID-19. This mechanism will be supported by a citizen control and social accountability mechanism in order to optimize the impact of social protection programmes for the most vulnerable.
- The results expected under Outcome 2 could be considered as a priority because of the difficulties encountered in implementing the activities under Outcome 1. A more pragmatic approach could therefore be adopted by emphasizing the intervention under output 2.2. In this sense, additional funding has been mobilized from Belgium to set up a technical support project for the implementation and deployment of the RAMU (Health Insurance Plan). This project is carried out in partnership with the General Directorate of Social Protection (Ministry in charge of Labor and Social Security), the National Health Insurance Fund (CNAMU) and other national

actors, for the technical configuration, architecture and deployment of health coverage, particularly in the informal sector.

- Another main opportunity was the new national social protection policy process. It provides an opportunity to consider other dimensions of social protection such as unemployment insurance and the national social protection fund which are weakly covered in the present policy. It also provides an opportunity to consider the lessons learned during the implementation of the policy through the independent evaluation of the *Politique nationale de protection sociale (PNPS)*. An investment case is therefore timely in the implementation of this process and will enable and refocus social protection issues at the heart of the political dialogue with the government. Adjustments have been made to take advantage of this opportunity.
- Finally, the COVID-19 crisis and the ongoing humanitarian situation brought by violent extremism in most regions of the country may require the activation of outcome 3 of the project on shock responsive social protection earlier than planned, to ensure continuous effective support to the government for its response to the ongoing crises and recovery.

A4.5.5. Contribution of the Project to the COVID-19 response

In April 2020, the project facilitated a rapid assessment of the impact of COVID-19 on the informal sector in Burkina Faso. This assessment is being carried out by the ILO in several countries in the region, as part of the ILO's overall strategy in response to COVID-19. In Burkina Faso, it was carried out by the ILO's APERP (*Appui à la promotion de l'emploi et la réduction de la pauvreté*) project, which aims to support the development of a national strategy for migration from the informal sector to the formal economy. The rapid assessment benefited from technical support and inputs from the project team, particularly in discussing social protection measures as part of the COVID-19 response. A presentation of the assessment was organized for DGPS and SP/CNPS on 16 April 2020. An interim report of the rapid assessment was produced by the APERP project on June 2 and sent to these structures as well as to the World Bank and the EU delegation. The final report has been available since July 2020.

UNICEF in collaboration with CERADESI carried out an assessment to measuring the socio-economic impact of the COVID-19 pandemic. This study endorsed by the Government and stakeholder, combined with the UNDP study on COVID-19 pandemic, will provide substantial recommendations and actions to mitigate the socio-economic impact of this pandemic on the most vulnerable, including through social protection.

A4.5.6. Specific interventions related to public finance management

In 2020, the project supported the development of a financing strategy for social protection in Burkina Faso, including an assessment of the conditions for setting up the national social protection fund and a road map for its operationalization. This study highlights the continuing problem of the country's heavy dependence on donor-funded social protection projects/programs and the need to allocate more domestic resources to adequate, predictable and sustainable long-term financing. This study will support the ongoing evidence-based advocacy efforts to ensure sustainable and optimal financing of the next social protection policy from domestic resources to improve achievements for the most vulnerable. Several options to increase social protection fiscal space have been identified in this study, including rationalization of expenditures and identification of potential niches within the existing revenue structure, while accounting for the need of strengthened government fiscal sustainability.

The project will continue providing support to the government throughout the preparation of the next Social protection Policy. The studies completed will provide solid evidences in the development of the new Social protection policy in order to ensure that it includes a strong financing strategy based on accurate costing of SP programmes.

A4.5.7. Complementarity with the EU Delegation's interventions and on-going and future Budget Support Programmes

Follow-up meetings on the implementation of the project were held with the EU Delegation in July and November 2020.

At the end of 2020, the EUD undertook to develop the new intervention strategy of the European Union in Burkina Faso. In this context, a working meeting between the project and the DUE was organised on 16 December 2020 to discuss the current situation of the national social protection system and possible areas of intervention. It is planned to continue this joint reflection in 2021.

A4.5.8. Synergies with other strategic social protection interventions and partnerships with other development partners

The ILO and UNICEF participate in the Technical and Financial Partners Group on Social Protection, led by the World Bank and bringing together the main external partners working in the field of social protection in Burkina Faso (WFP, FAO, European Union, ECHO, etc.). It is a sub-group of the Sectoral Framework for Dialogue on Employment, Labor and Social Protection (CSD/TEPS) in charge of steering the PS/TEPS bringing together all the external partner concerned and the four ministries in charge of Employment, Labor and Social Protection, Health and Social Action.

In public finance field, UNICEF is building strategic partnerships with the IMF, the World Bank and the delegation of European Union in Burkina Faso to promote budgetary and economic policies to promote social protection and to improve the effectiveness and efficiency of public expenditures.

The project was presented within these two groups, notably during a political dialogue meeting (partners and Government meeting) of the CSD/TEPS on 2 July 2020. The project was also presented only to the United Nations agencies at a meeting of the United Nations Country Team (UNCT) on 22 July 2020. Within the group of TFPs on social protection, the project participates through UNICEF and the ILO has a Task Force on social registry which also brings together the World Bank, the WFP and ECHO.

In addition, the Project contributed to formulate a complementary ILO project funded by the Government of Belgium aimed at extending social protection coverage.

A4.5.9. Budget implications

The first expenses for the ILO are those foreseen for the implementation of the project with the recruitment of a project manager and related expenses (security, office, etc.).

The funds allocated to UNICEF have been committed and an adjustment has been made to include the preparation of the feasibility study on unemployment insurance and the ex-ante impact study on the implementation of cash transfer programs. These studies respond to the government's request to support the development of the new national policy on pregnant social protection, including unemployment insurance, and the implementation of a high-level advocacy strategy to ensure optimal and sustainable financing.

Planned expenditures for a kick-off workshop and the organization of a national dialogue are delayed and will be carried-out in 2021.

A4.5.10. Lessons learned – highlights

Context and implementing environment

The preparatory phase had identified the weak coordination and coherence of social protection in Burkina Faso as one of the most important challenges to be addressed by the project. With the implementation of the project, this challenge is confirmed. In addition, the context described above of security crisis, climate shocks and, in 2020, an economic shock linked to COVID-19, is now directing the interventions of national actors and external partners towards households in vulnerable situations, particularly displaced persons, and the poorest households, with an increase in cash and in-kind transfer programs. In other words, current thinking on social protection focuses on humanitarian responses and the fight against poverty.

However, there is little political support for the extension of social protection to the informal sector and flagship programs such as RAMU are slow to be implemented. This observation has been highlighted with the implementation of interventions by national and external actors in response to the impact of the COVID-19 pandemic. These interventions were essentially oriented towards the health response (strengthening of health services) and the increase of safety nets for the poorest populations,

particularly displaced persons and the poorest households in regions weakened by the security crisis. On the other hand, no assistance in terms of income security for workers in the informal economy has been organized, with the exception of a one-time cash transfer targeting 20,000 women traders in the markets of Ouagadougou and Bobo-Dioulasso by the government, with support from the World Bank. The rapid assessment of the socio-economic impact of COVID-19 on the informal sector (ILO/APERP) highlighted the absence of a social protection mechanism to guarantee income security for workers in the sectors of activity (food and meat production, transport, hotels, restaurants, hairdressing, construction and textile industries) most affected by the consequences of the pandemic.

Project strategy and design

In such a context, the project strategy can be adjusted by adopting a more pragmatic approach and by focusing interventions on Outcome 2 outputs, particularly with regard to RAMU and communal social services, and outcome 3 to strengthen the capacity of the Social protection system to respond to shocks.

Through outcome 2 activities, a capacity building action plan would be organized in response to a strongly expressed demand from national actors and external partners.

A4.5.11. Visibility & Communication

Due to the containment measures of the COVID-19 pandemic and the low momentum of collaboration with the SP/CNPS, the first communication activity planned, a workshop to launch and present the project, has not yet been carried out; it is still planned and will be carried out as soon as possible. In the meantime, the project is presented whenever possible to national stakeholders and external partners, as detailed in the previous points.

► Annex A4.A1. Project risk register

Ref.	Risk statement. The event we do not want to see and its potential impact on objectives	Comment. Explain how the risk might arise and the importance of the impact	Measures currently in place to address this risk	Impact	Likelihood	Total	Change ¹	Risk Owner ²	Additional risk response for the attention of the implementation team and the Steering Group
A	Deterioration of the security situation	A worsening of the current insecurity situation and an extension beyond the currently affected areas or even as far as the capital may jeopardize the implementation and completion of the project.	UNDSS Monitoring	4	4	16	↔		Communication with UNDSS and local and regional authorities to be assured. Regular assessment of the security situation to be done to anticipate serious threats, and necessary adjustment identified
A	Political instability and institutional paralysis Slow political decision-making and change of government after the presidential elections in October 2020	Insecurity can also lead to institutional paralysis and the suspension of all reform and decision-making processes. With the implementation of the project, it appears that this risk must be complemented by the risk of non-approval of the programme by the government. This increases the potential impact of "political risk"		3	3	9	↔		On the basis of the review, make recommendations that will make it possible to start developing a new social protection policy if this does not start in 2022. Ensure through national dialogue a consensus of all stakeholders, beyond the institutions of governance. Continue engagement with government to remove administrative bottlenecks.
A	The budget framework is oriented towards humanitarian and security emergencies, social protection is not considered a priority.	The current crisis situation, and even more so if it intensifies, may lead the country to focus on urgency and suspend all reflection on fiscal policy. Moreover, social protection can be seen as a non-priority area that should not involve ministries.		2	2	4	↑		Advocacy on the role of social protection and its impact

Ref.	Risk statement. The event we do not want to see and its potential impact on objectives	Comment. Explain how the risk might arise and the importance of the impact	Measures currently in place to address this risk	Impact	Likelihood	Total	Change ¹	Risk Owner ²	Additional risk response for the attention of the implementation team and the Steering Group
A	The reforms identified and the orientations of the new PNPS in 2022 are not in line with the orientations of the European Union's budget support programmes.			2	1	2	↓		Support for communal social services is included in the indicators of budget support programmes.
B	National stakeholders and external partners are not involved in the process. Low availability and involvement of stakeholders. Policy dialogue is hampered by weak co-ordination and fragmentation of the institutional arrangements for social protection.	The social protection sector is multidimensional and involves a diversity of actors. The current coordination difficulties are symptomatic of a lack of willingness to pool fields of expertise and interventions and may compromise the achievement of project results. This low level of involvement may result in a high turnover of representatives of organisations participating in the national dialogue sessions with a risk of lack of continuity.	SP-CNPS	4	3	12	↑		The project will ensure that all key stakeholders are duly invited and encouraged to attend the sessions. The project will be based on the focal points already identified by the SP-NHP-CNPS and will ensure that they are permanently involved in training and consultation activities. The process of national capacity building should be dynamic and motivating.
	Stakeholders show strong resistance to change and lack ownership of the project results.	The reforms identified may lead to changes in arrangements or practices and may be rejected by some actors. This risk is especially important in the context of universal health coverage, which should require a review of the organization and functioning of mutual health insurance, and may be poorly accepted by mutual health insurance companies and support NGOs.		3	3	9	↔		The project will develop important awareness-raising actions for a commitment to the social protection floor. Within the framework of the CMU and the communal social services, the project will be able to focus its intervention on innovative and pilot approaches, capable of triggering a ripple effect.

Ref.	Risk statement. The event we do not want to see and its potential impact on objectives	Comment. Explain how the risk might arise and the importance of the impact	Measures currently in place to address this risk	Impact	Likelihood	Total	Change ¹	Risk Owner ²	Additional risk response for the attention of the implementation team and the Steering Group
B	The reforms resulting from the review and diagnosis are not clearly defined.	Stakeholders are unable to agree on measures concerning the architecture and basic guarantees of the social protection system.		4	2	8	↔		The project will place particular emphasis on capacity building. The project will ensure the formulation of recommendations with the technical actors.
B	The process is not dynamic and extends over time without producing results.	This risk is added to the fact that actors have full agendas and should not be monopolized by the review and analysis process.		3	2	6	↑		The process will alternate studies and restitutions. It will also alternate sessions between technicians and discussions in national dialogue sessions.
B	The identified reforms/basic guarantees of an SP base are not gender-sensitive, nor are they sensitive to people living in vulnerable and marginalized situations (people with disabilities, children, the elderly, migrants).			4	1	4	↔		The project will ensure the formulation of recommendations with the technical actors.
C	Plans and programs do not provide data The effectiveness of the implementation of social transfer programs is monitored less rigorously than other major budget items.	This risk occurs if some stakeholders are not involved in the process and do not participate in the SP system mapping.		2	1	2	↔		The project will rely on the SP-CNPS and even on the services of the Prime Ministry to which it is attached to open the doors of the devices and programmes and to access information.
C	The demand for technical assistance, particularly at the level of the CNAMU and the mutualist movement, is limited.	Although they have expressed interest in the project, universal health coverage stakeholders may not wish to support the project, especially if other partners are also involved.		3	2	6	↓		The objective of the project is not to impose a particular approach but to provide technical expertise to support the system identified by the stakeholders.

Ref.	Risk statement. The event we do not want to see and its potential impact on objectives	Comment. Explain how the risk might arise and the importance of the impact	Measures currently in place to address this risk	Impact	Likelihood	Total	Change ¹	Risk Owner ²	Additional risk response for the attention of the implementation team and the Steering Group
C	Difficulty for mutuals to control technical risks in the health sector			3	2	6	↔		<p>The project will carry out important training and capacity building work for mutuals. The information system should produce a dashboard that allows a high level of reactivity and control of technical risks.</p> <p>Work with NGOs supporting mutuals</p> <p>Focus on the mutuals most open to innovation</p> <p>Partnership with external partners</p>
<p>¹ The Change column is used during implementation and summarizes the change since the last time the risk register was presented. Three symbols are used:</p> <p>↑ Increase in the total level of risk</p> <p>↔ No change in the total level of risk</p> <p>↓ Decrease in the total level of risk</p> <p>² The Risk Owner column is used during implementation and records the name of the person with day-to-day responsibility for monitoring the risk and coordinating the response.</p>									

► Annex A4.A2. Outputs of the project

Title of the output	Link to the activity of the logical framework	Status (not yet started/on-track/completed/endorsed by national stakeholders)
Etude de faisabilité pour la mise en place d'une assurance chômage au Burkina Faso	Output 1.1	completed
Etude sur la définition d'une Stratégie de financement de la protection sociale au Burkina Faso: Mise en place du Fonds national de protection sociale (FNPS)	Output 1.2	completed
Analyse de l'impact des transferts sociaux monétaires au Burkina Faso	Output 1.1	completed
Étude pour la définition d'indicateurs clés de suivi de la mise en œuvre de la Politique nationale de protection sociale (PNPS)	Output 2.1	completed
Revue globale de la protection sociale au Burkina Faso	Output 1.1	On track

APPENDIX 5. CAMBODIA



Woman selling smoked fish in the market at Puok, province of Siem Reap. © Cambodia.

► A5.1. Executive summary

Despite the challenges and disruptions brought forth by the global COVID-19 pandemic, the project had largely managed to adapt to the challenges by leveraging on teleconferencing facilities to conduct the planned activities.

The ground work to rapidly achieve the main outcomes of the project of improving design and monitoring of SP through the increased use of evidence and for SP institutions to enhance their planning, budgeting and M&E capacities in alignment with the Public Finance Management Reform Programme has been laid in 2020 with the successful completion of the pilot social budgeting training, the disability identification process pilot roll out and the Family Package programme design and policy paper. With the interest generated among government stakeholders on public finance management, concrete plans have been made to scale the trainings in 2021 and to further deepen the knowledge base through targeted technical assistance for social protection institutions to better manage their planning, budgeting and M&E capacities.

The project also contributed to the COVID-19 response as the participating agencies were heavily involved in the design, costing, and eventual implementation and monitoring of the COVID-19 Cash Transfer programme for ID Poor Households. This programme, a first fully funded, large scale social assistance programme, was adopted by the Royal Government of Cambodia (RGC) to cushion the impact of the pandemic on the poor and the most vulnerable.

2020 had introduced a few curveballs to the implementation of the project and had impeded the smooth execution of the planned activities especially for activities involving the CSO-Trade Unions network which requires face to face meetings. However, through technical assistance and advocacy activities made possible through this project and other related projects on social protection, it has also facilitated the RGC confidence in their fiscal standing to roll out the biggest national social assistance programme in Cambodia.

► A5.2. Budget/Planning information

Project budget in EUR:	1,852,291 (excluding GCSPF budget)	
Project duration in months:	44	
	Planned	Actual
Project start date (including inception phase):	October 2019	October 2019
Project end date:	May 2023	May 2023

► A5.3. Summary outputs

A5.3.1. Output delivery³⁹

Output	Output status	Output summary
Outcome 1: Improved design and monitoring of SP programmes and increased use of evidence on SP impact system contributes to increased coverage of social protection		
1.1. Evidence-based tools to improve planning and monitoring and evaluation of social protection programmes under the National Social Protection Policy Framework in line with international standards and principles are developed and implemented	On schedule	Technical assistance to budget and macro-economic departments in MEF, GS-NSPC, MoSVY and NSSF were provided through the social budgeting training conducted from October 2020 to December 2020 in collaboration with ADB and ILO-ITC. Technical assistance was also provided to build the case for increased social protection in response to COVID-19 through coordination with the UN Resident Coordinator Office. The M&E Framework for the CT programme for pregnant women and children 0–2 has been drafted and linked to NPSC M&E framework at the level of impact and outcome indicators. The key social assistance Ministry, MoSVY was provided with technical guidance and capacity building to strengthen RB budgeting.
1.2. Feasibility studies and tools to support social protection scheme design and its expansion are developed	On schedule	The Family Package programme design and policy paper, including programme cost estimates, were submitted to NSPC for validation and consultation process. The Disability identification process was rolled out in 8 Provinces (est. 64 districts), with system tools (MIS, training package) put in place
1.3. The CSO-Trade Union Network can engage effectively with decision makers for the improvement of the design and monitoring of selected SP programmes	Delay: behind schedule	After the inception phase, the CSO-TU network was further consolidated with now 20 active members. The COVID-19 crisis and lock-down caused an important delay in the capacity building of the network members on specific issues related to PFM and Gender Responsive Budgeting (GRB). Nevertheless, it also increased the motivation and interest of the network members to engage on SP policy that better supports their constituencies. A COVID-19 economic impact assessment was jointly conducted and a public consultation of the draft law on SP resulted in a mapping of over 50 concerns, accompanied by suggested recommendations. These recommendations were submitted to NSPC who have acknowledged these inputs. This work will also inform the choice of the priority programmes to monitor and to influence in the coming phase. Some of the network members engaged with relevant ministries and the network positioned itself as a representative counterpart for all major stakeholders including the SP institutions of the RGC.
Outcome 2: Social Protection institutions enhance their planning, budgeting and M&E capacities in alignment with the Public Finance Management Reform Programme		
2.1. Tools and knowledge in place for improved planning, budgeting and tracking of social protection expenditures including consistent mechanism for compilation of revenues and expenditures	On schedule	Functional classification of Social Protection schemes are being reviewed as part of the Social Budgeting exercise. Plans are put in place to extend the social budgeting training to more staff across selected ministries to facilitate better planning and budgeting of social protection expenditure. Three budget owners in MoSVY (social welfare, child welfare and disability), as well as 25 PDoSVYs were provided technical guidance and training on programme-based budgeting resulting in improved budget submissions including more realistic costing of planned results against newly introduced indicators and targets, and the budget approved as requested, with capacity building plan developed for expansion in 2021. Collaboration with MoI department in charge of sub-national administrations was strengthened with capacity building plan put in place to fill in knowledge gaps linked to PFM, including basic budget literacy and development of result frameworks in support of PB budgeting. Advanced discussion are also taking place for the use of the Social Budgeting tool developed as part of this project as a key input into the Review of the National Social Protection Policy Framework.

³⁹ Based on the Implementation Plan.

Output	Output status	Output summary
2.2. Social budget forecasting system established and functional	On schedule	Together with Output 2.1, the successful run of the Social Budgeting training had created the momentum to further develop social budgeting forecasting model for specific MEF departments and other social protection implementation agencies which is expected to take place in 2021.
2.3. The CSO-TU Network can engage effectively with decision makers for more fiscal space to increase the coverage of informal economy workers under the NSPPF, especially women workers	Delay: behind schedule	Due to the strict COVID-19 prevention measures, the training on PFM and GRB, a prerequisite to engage on fiscal space for SP, had to be delayed. The GCSPF coordinating group for Cambodia, Senegal, Nepal and Uganda, has therefore worked on a joint solution to provide the CSO's and TU's with capacity on PFM with the help of 2 GCSPF experts. Of critical importance is to understand how CSO's and TU can engage in the PFM process (on what, when, how...) The training is planned for Q1 2021 and will be followed by specific follow up in the 4 countries depending on needs. The mapping of the policy delivery issues (see output 1.3) serves to develop the TOR for the needs' survey of informal workers.
Outcome 3: Service providers at sub-national level (SNAs) are better able to implement social protection services		
3.1. Service providers have improved skills to deliver social protection services	On schedule	The Social Protection training curriculum and ToR were developed. Research on Sub-national Administrations roles and responsibilities and capacity gaps was delayed to 2021 due to capacity constraints and the need to better link the research with rapidly expanding SP sector needs, including family package.
3.2. Increased capacity and engagement of the CSO-TU Network to engage in social accountability mechanisms related to SP delivery at subnational level	Delay behind schedule	Similarly, the COVID-19 crises caused a delay. Collaboration between the three participating entities is envisioned in 2021 to accelerate the development of capacity at the subnational level.

A5.3.2. Outputs: Overall delivery assessment

<input type="checkbox"/>	Highly satisfactory Implementation of almost all (>80%) outputs is on schedule as envisaged in the implementation plan and almost all (>80%) indicator milestones have been met.	<input checked="" type="checkbox"/>	Satisfactory Implementation of the majority (60–80%) of outputs is on schedule as envisaged in the implementation plan and the majority (60–80%) of indicator milestones have been met.
<input type="checkbox"/>	Unsatisfactory Some (40–60%) outputs are being implemented on schedule as envisaged in the implementation plan and/or only some (40–60%) indicator milestones have been met.	<input type="checkbox"/>	Very unsatisfactory Few (<40%) outputs are being implemented on schedule as envisaged in the implementation plan and/or only a few (<40%) indicator milestones have been met.

► A5.4. Summary outcomes

A5.4.1. Outcome achievement⁴⁰

Indicator	Baseline (before project start)	Indicator Milestone (compare planned against actual)	Target (end-of-project goal)	Immediate Outcome summary
Outcome 1: Improved design and monitoring of SP programmes and increased use of evidence on SP impact system contributes to increased coverage of social protection				
Number of national schemes or programmes with improved administrative and delivery mechanisms or M&E frameworks	2	2	3	On track: most milestones met
National SP M&E framework implemented using M&E operational manual and guidelines	None	Social Assistance programmes M&E frameworks developed using National SP M&E framework and establishment of linkages between GS-NSPC M&E dashboard and selected data sources (MIS) in process	Yes	
Family package of social assistance programmes developed and costed	None	Yes	Yes	
# of districts engaged in the disability identification in support of disability allowance programme	34 districts	64	191 districts	
# Common recommendations produced by the CSO-TU Network and submitted to the relevant government institution NSPC and NSSF	0	0	8	
# recommendations produced by the CSO-TU Network, including gender sensitive policy improvements, accepted by the relevant government institution NSPC and NSSF	0	0	6	

⁴⁰ Based on the M&E plan.

Indicator	Baseline (before project start)	Indicator Milestone (compare planned against actual)	Target (end-of-project goal)	Immediate Outcome summary
Outcome 2: Social Protection institutions enhance their planning, budgeting and M&E capacities in alignment with the Public Finance Management Reform Programme				
% ratio of the social protection expenditure to the total State budget	Not available	Not available	Not available	On track: most milestones met
Social Protection Policy Framework Action Plan	None	None	Yes	
Database tool for MoSVY-supported programmes developed	None	None	Yes	
# of Statistical briefs on SP coverage and expenditure	None	1	3	
Updated Social Protection Expenditure Review	None	Nil	Yes	
# of Ministries with the implementation of SP functional classification	None	Nil	1	
# of government officials trained on RB budgeting	Nil	12	150	
# of Guidelines on improved budget process	None	Nil	1	
Social budgeting system developed and approved by MEF	None	Nil	Yes	
Social budgeting system incorporated within MEF planning tools	None	Nil	Yes	
# of common recommendations for IEW produced by the CSO-TU Network and submitted to the relevant government institution NSPC and NSSF	0	–	8	
# of common recommendations for IEW produced by the CSO-TU Network and accepted by the relevant government institution NSPC and NSSF	0	–	6	

Indicator	Baseline (before project start)	Indicator Milestone (compare planned against actual)	Target (end-of-project goal)	Immediate Outcome summary
Outcome 3: Service providers at sub-national level (SNAs) are better able to implement social protection services				
Number of schemes or programmes with improved delivery mechanisms and improved capacity at sub-national level as reflected in assessment of delivery mechanisms	1	1	2	Not on track: milestones missed
Number of stakeholders trained on planning, delivery and monitoring of social protection programmes	0	0	140	
Training curriculum developed	Nil	No	Yes	
# of Province and District officials included in ToT training:	0	0	140	
Knowledge and information dissemination study completed and discussed	None	Nil	Yes	
# of common recommendations on gender sensitive social assistance produced by the CSO-TU Network and submitted to the relevant institutions	0	0	6	
# of common recommendations on gender sensitive social assistance accepted	0	0	6	

A5.4.2. Achievement of the project outcomes

<input type="checkbox"/>	Highly probable Almost all (>80%) reporting period milestones have been met. Based on the indicators and risk assessment, it is highly probable all outcomes will be achieved by the end of the project.	<input type="checkbox"/>	Probable The majority (60–80%) of reporting period milestones have been met. Based on the indicators and risk assessment, it is probable the majority of outcomes will be achieved.
<input type="checkbox"/>	Low probability Some (40–60%) reporting period milestones have been. Progress is being made on the outcomes but based on the indicators and risk assessment only some outcomes will be achieved.	<input type="checkbox"/>	Improbable Few (<40%) reporting period milestones have been met. Limited progress is being made on the outcomes and based on the indicators and risk assessment only a few outcomes will be achieved.

The majority of reporting period milestones have been met as most of the milestones are targeted to be achieved in 2021. Work had been in progress despite initial delays due to COVID-19. The activities have progressed as planned and these activities are pre-requisites that will feed into the outputs and indicators leading to the achievement of the project outcomes especially for outcomes 1 and 2. For example, the training pedagogies and the pilot on social budgeting have all been completed and the project is primed to roll out these activities in scale to achieve the milestones set for 2021. Unfortunately, the milestones for Outcome 3 have largely been missed. This is because COVID-19 restrictions had impacted the feasibility to hold large scale face to face events needed for the diverse stakeholders in the CSO-TU Network. However, given that the pandemic situation in Cambodia had stabilised over the last quarter of 2020, some activities such as the public consultation on the draft social protection law was able to proceed and with a number of activities planned for 2021, there is a strong possibility to make up for the loss time.

► A5.5. Narrative report: Managing for results

A5.5.1. Progress summary

Project has been progressing as planned despite the initial delay and challenges brought about by COVID-19. The initial disruptions due to the change in priorities towards healthcare and managing the COVID-19 crisis, and disruption due to closing of international travel and face-to-face events have prevented much progress from April 2020 to September 2020. However, as the situation in Cambodia eases in the last quarter of the year and with national partners and the development partners adjusting to the new normal, activities started picking up, making up for the time lost in the earlier part of the year.

The key activity of the social budgeting training was conducted from 14 October to 18 December 2020. This was conducted in collaboration with ADB and ILO-ITC. To adjust to the new normal, the training was conducted in a hybrid manner where the trainers were delivering the course through Zoom while the participants were seated together in the training location to facilitate the group work required as part of the coursework.

The successful implementation of the training has led to increased interest from the key stakeholders to advance the project outcomes and outputs of improving their planning, budgeting and M&E capacities in line with the Public Finance Management reforms. Further trainings are planned to develop a ToT model to facilitate the training for more staff in the relevant departments in MEF, MoSVY and NSSF.

Further technical assistance is requested to develop the budgeting and modelling tools to facilitate the use of evidence for Social Protection planning and to contribute to increase coverage of the social protection system.

Within the context of rapidly evolving social protection sector, project has contributed to the formalization of the national SP M&E framework by embedding the relevant outcome and output indicators in the M&E framework of the national cash transfers programme for pregnant women and children. Given the focus on integration of the programmes to increase effectiveness and efficiency, the M&E framework is currently being redrafted to include M&E of the disability allowance and disability identification, as well as COVID-19 cash transfers programme at the level of MoSVY and with a view of feeding the information into the SP M&E framework. Given that social assistance programmes under MoSVY are under development (including disability and future old age programmes), the work on the M&E framework is iterative. Additional technical support was provided to GS-NSPC to start the process of linking the data on key social assistance programme and ID Poor database to GS-NSPC monitoring dashboard.

The technical assistance to design and develop a gender- and -child -sensitive family package of integrated social assistance programmes (Activity 1.2.1) has been put in place, by engaging the Economic Policy Research Institute (EPRI) to provide technical assistance to the GS-NSPC in developing the options paper, programme document and the costed action plan for the future delivery of the integrated package. The Family Package is one of the key mechanisms for the delivery of services under social assistance pillar envisaged in the National Social Protection Policy Framework 2016–2025. Building on the comprehensive consultative process organized with the government partners, civil society organizations and the development partners, the vulnerability assessment and institutions mapping, the Family Package programme design options were developed. Upon consultations with GS-NSPC and MoSVY, the programme design and policy document for the Family Package have been drafted and submitted to NSPC for validation and roll out of the formal consultation processes. This will be complemented by the elaboration of the final programme design document and programme operational manual, including finalization of the costing of the implementation plan building on the costing of the options under Family Package implemented in 2020.

The process to support the roll-out of the disability identification process and the delivery of the disability allowance programme (Activity 1.2.2) has been kicked off in collaboration with MoSVY. The disability identification process process has been discussed for endorsement by the GS-NSPC, with MoSVY issuing a letter of request for its formalization by the National Social Protection Council in June 2020. The disability identification is a critical initial step in the delivery of the disability allowance programme that currently has a very low coverage. The disability identification rolled-out under this project will ensure national coverage of the identification process, and increased uptake of the persons with disability. The disability identification guidelines and training materials were revised and the consultation processes with relevant stakeholders was rolled-out, including consultations with the Civil Society Organizations, inter-departmental consultations within MoSVY. The national disability identification guidelines have a purpose to ensure availability of national data on persons with disability to strengthen delivery of relevant social care and employment programmes as well as to expand the scope and coverage of currently nascent disability allowance programme. The inter-ministerial consultation meeting was held with the view of gaining consensus on the use of the social-based identification mechanism. The linkages with other identification mechanisms (e.g. health-based identification used by MoH) were clarified for follow up and work on integration in 2021–22. Technical assistance was provided to finalize the MIS of the disability identification and allowance programme under MoSVY. Within the process, UNICEF established important synergies with the ACCESS project funded by DFAT, as well as other partners such as GIZ with a view of linking the disability identification MIS with the social care/employment database under development by ACCESS/DFAT and the ID Poor database supported by GIZ. The disability identification training was implemented in 8 Provinces (app. 64 districts) before the end of 2020, with 17 remaining provinces planned for training and roll-out of the identification by March 2021 and planned for completion within Q2 of 2021, with all provinces, districts and communes in Cambodia trained on disability identification and data collection rolled-out in all 1,640 communes.

In collaboration with ACCESS project, technical assistance was provided to MoSVY to initiate activities aimed at developing the adequate/high-quality results-based frameworks in support of programme-based budget formulation, execution and reporting (Activity 2.1.3). To support MoSVY in preparing a quality budget proposal for 2021, taking into account expanding social assistance programmes (pregnant women and children, persons with disability, and elderly). Together with ACCESS, the initial training for all departments on preparation of inputs for budget strategic plan (BSP) 2021–2023 and

programme & budget 2021 using results of the review of the MoSVY strategic plan, BSP, and programme budget was jointly delivered. Direct technical support was provided to actual development of the budget proposal on a trial basis in three departments of MoSVY in charge of social protection and child protection. The support improved the linkages of budget to MoSVY strategic plan and policy priorities on social assistance programme using results-based planning approach. The activity covered all 25 Provincial departments of social affairs (PDoSVY), as well as additional MoSVY departments. An internal guidance note was produced for MoSVY to all 25 PDoSVYs to align their budget to MoSVY policy priorities with attention to three social assistance programmes. The activities linked to the budget assessment and capacity building for MoSVY and PDoSVYs has resulted in the improved budget submission and have created the basis for MoSVY endorsement of the initiative to develop the ministerial guidelines and the development of the programme-based budget formulation and execution manual for MoSVY. In line with project objectives and targets, partnerships between the Ministry of Interior (MoI) department in charge of Sub-national governance and the MEF has been strengthened resulting in a training plan to strengthen PFM capacities of MoI at central and subsequently decentralized levels. The PFM training for the selected MoI departments (covering the sub-national administration) is adjusted to the needs of the MoI and will cover areas such as training on the budget strategic plans and training on programme-based budget formulation and execution, with main audiences being the MoI departments in charge of the sub-national administration, the Provincial general and planning departments. The training curriculum and a TOR for the development of the social protection training package for Cambodia has been completed and will be rolled out under the leadership of MoSVY and the Social Assistance Sub-committee in 2021. The activities linked to ensuring evidence-base on knowledge gaps and the roles and responsibilities for social protection were delayed due to reprioritization by government within COVID-19 context. These will be implemented in 2021 with a view of strengthening the collaboration of MoSVY, GS-NSPC and MoI in capacity development and strengthening of the social protection delivery mechanisms.

In term of capacity building for the CSO-TU network, the first phase (year 1) is mainly meant to build the capacity of the partners on PFM and results-based budgeting, including gender-responsive budgeting, to start developing the engagement plans with the respective target groups (needs survey, awareness raising, accountability). A training plan, tailored to the needs of the CSOs is under development and will focus on needs, survey, awareness raising and accountability. The results will serve in the second and third phase of the project to more effectively engage with the decision makers and to extract learnings. From the onset, close cooperation between the implementing partners was crucial, both for capacity strengthening and engagement with the relevant government institutions.

The first phase of the implementation (Y1) started at a time when Cambodia issued strict prevention measures due to the COVID-19 crisis. All travel and face-to-face meetings had to be cancelled and the network members had to change their ways of engagement as well as their priorities given the COVID-19 impact. This had a major impact on the project implementation.

The CSO-TU Network had three online meetings and e-mail exchanges with the network members. These meetings have also served as a platform to discuss the impact of COVID-19 on the informal workers and to identify relevant responses on social protection. The responses discussed included options of extending health coverage to informal workers and on registration of workers into the social security schemes.

The CSO-led components of the project was presented on 23 September 2020, to 47 civil society and trade union members (from 22 CSO's/Trade Unions). With the support from the implementing partners, the project intervention and logical framework was discussed and the work plans consolidated, including the capacity building components. Also, an update was given about the development of the national social protection policy framework, the coordination and communication mechanisms between the development partners with the government.

The yearly reflection workshop with all network members had to be postponed due to COVID-19 situation. This workshop is expected to be organize in February 2021.

The capacity strengthening plan had to be postponed. This plan relied mainly on participation in training sessions organised by the implementation partners for local authorities at sub-national level (Social Protection delivery). Due to operational concerns, the members of the CSO-TU networks were not included in these sessions. Trainings on GRB and PFM initiated by CSO-TU group also had to be postponed as consultants could not be brought in. With the other partners in the GCSPF, an online

solution was sought. After collecting the training needs in the 4 concerned countries, 2 experts active in the GCSPF are currently preparing a joint online course to be implemented in first quarter of 2021. Country-specific support can be organised as a follow-up training and relevant reading materials are shared online.

The preparation of the engagement with the constituents (needs survey, awareness raising campaigns, contribution capacity survey) was also postponed to give priority to an immediate assessment of the impact of the COVID-19 crisis. In response to the need of integrating shock-responsiveness in this project, the network came together to exchange views on the impact of the crisis on their constituents. A joint impact paper, including recommendations for social protection, was produced. Nevertheless, the network did engage in advocacy initiatives. The COVID-19 impact paper was shared with group of IOs/NGOs who work on emergency response for their information and consideration.

An important workshop took place on 28 October 2020, with 34 participants from 19 CSOs and Trade Unions, as well as representatives from the implementing partners with regard to the draft Social Protection Law. The draft law was critically reviewed by the participants with regard to criteria such as accessibility, inclusiveness, clarity and transparency. More than 30 articles out of nearly 100 were commented upon and proposals for improvements added, all based upon their experiences and understanding of the needs of the constituents. The recommendations have been submitted to the General Secretariat of NSPC for their consideration for the draft law.

The implementation partners of the project have been working closely and coordinating with other development partners via online meetings and email-exchange on an ad-hoc basis. The collaboration and cooperation between implementation partners and government social protection institutions (MoLVT, MoSVY, NSPC-GS) have also increased through active engagement in meetings and dialogues.

At the global level, Oxfam participated in the GCSPF Coordination Group that meets on a two-monthly basis. In these meetings information is shared about the decisions and requests of the global Steering Committee, updates on progress and issues in the 4 participating countries in which the GCSPF is present, and joint activities are planned. GCSPF also prepared a joint contribution to the Launch event at the global level on 1 December 2020.

(i) Improved gender equality in social protection coverage

The Cash Transfer programme for pregnant women and children 0–2 inherently supports equality of women by promoting financial inclusion and influencing decision-making patterns within the households. The programme implementation has been strengthened in 2020 through the development of the M&E framework and establishment of the routine monitoring system to follow up on select process and impact indicators during COVID-19 using technology.

The crisis impact assessment paper and the draft social protection law review by the CSO-TU Network contains gender analysis and proposals for more gender responsive social protection.

The project supported gender mainstreaming in the design and development of the family package of integrated social assistance programmes, ensuring that the package will promote gender equality and account for gender-based vulnerabilities. This will be primarily achieved through the cash transfer for children 0–5 as envisaged under the package, promoting maternal health and child ECD outcomes. Additionally, the linkages to complementary measures under the family package, including to improved access to basic services and livelihoods will have direct impact on gender-related outcomes and women empowerment.

The COVID-19 Cash Transfer programme, through its benefit formula, ensured inclusion of all members of the households, including women. The programme has promoted women empowerment, with large number of households reporting women (40 per cent as heads of households and 46 per cent as wives of heads of households) as being primary decision makers as to the use of the received cash transfers (NSPC – Assessment of the Initial Performance of the Covid-19 Cash Transfer Programme).

The draft M&E frameworks developed under the project, including the final draft of the Cash Transfer Programme for Pregnant Women and Children 0–2 fully promote the use of the gender-disaggregated data for process and impact indicators.

In addition, the project team is working toward ensuring that the trainings on PFM intended to build capacity of government counterparts and CSO networks will include gender-based budgeting. This will contribute to an improved gender transformative social protection system, including in the budget.

(ii) Improved disability-inclusiveness of the social protection system

The project directly contributes to disability-inclusiveness through its focus on the expansion of the coverage of the disability allowance as well as of the access of the PwD to social care and employment opportunities through system linkages being developed among the universal disability identification programme, expansion of poverty-targeted social assistance and the current social care and employment programmes managed and coordinated by MoSVY. In 2020, the social-based disability identification was kicked-off through consultation processes, both inter-governmental and with CSOs. The identification guidelines and training materials were developed and training completed in 8 Provinces (out of 25). The MIS to support disability identification and subsequently the disability allowance programme expansion was developed. The identification process will contribute to advancing of the disability inclusiveness of the social protection by putting in place the first of its kind national database allowing for issuance of disability IDs by MoSVY and allowing more structured and easier access to social protection, social care and employment opportunities to persons with disability. In addition, the Family Package of integrated social assistance programmes includes disability allowance/cash transfer programme for persons with disability, as one of the core programmes. Greater integration with other social assistance programmes will allow for maximization of benefits for persons with disabilities across the life cycle.

(iii) Improved shock-responsiveness of the social protection system

The performance-based budgeting capacity building activities were effectively utilized to support MoSVY in costing and budgeting for the COVID-19 cash transfer programme for ID Poor households. Particular focus has been on supporting negotiations and budget submission to support the operational costs of MoSVY need to support the COVID-19 CT programme. In addition, an initial impact assessment of the COVID-19 crisis and recommended social protection measures to deal with this impact were produced. Additionally, under the Family Package policy and programme design preparation, the elements of shock-responsive/adaptive social protection will be linked to the cash transfer programmes in collaboration with WFP.

(iv) Improved social protection coverage for informal economy workers

The crisis impact assessment paper and the draft social protection law review contains analysis and proposals for better inclusion of informal economy workers. There was a concrete push to include informal economy workers under the government funded Health Equity Fund which led to the adoption of the processes designed for the NSSF to include these workers provided that they are members of a government registered association and have obtained approval from the Ministry of Labour.

A5.5.2. Evaluations, reviews and monitoring

Monthly check-ins between implementing partners and the national partners are build held with a Steering Committee update done every quarter. Since the inception of the project, two Steering committee meetings were held and all national partners were updated on the progress of the project. Challenges over implementation of the project were discussed during the meetings and actions were taken to address these challenges.

Monthly check-ins were also done between the three implementation partners to continuously explore opportunities to collaborate and to monitor the progress of the report. Challenges on implementation were discussed with project time lines adjusted so as to cater for the delays and the disruptions brought about by the pandemic.

The progress against project objectives linked to social assistance cash transfers will be concretely monitored and evaluated through the cash transfer M&E framework, the process evaluation of the CT programme for pregnant women and children 0–2 as well as analytical work undertaken under the project in 2021 and 2022. Under the MoSVY M&E framework, MoSVY was supported to develop a system of monitoring of select process and impact indicators linked to cash transfers using

technology. This innovative M&E mechanism will be further supported to yield information on the effectiveness and efficiency of the social assistance programmes. The M&E framework and the data collection will complement the monitoring data on coverage of social assistance programmes derived from the MIS reporting modules. At this point, the collected indicators link to specific process indicators, including communication, compliance with conditionalities, etc. The impact-level indicators were collected at the outset and during the COVID-19 to establish baseline and collect further information on the impact of COVID-19 on coping strategies of the households and use of cash transfers. Within the transition from COVID-19 response towards the family package delivering routine cash transfers, the revised M&E framework will inform key process and impact indicators for which data will be collected to complement administrative data on coverage and grievances.

A5.5.3. Main challenges, risks and corrective action

The main challenges over the year of implementation was due to the global pandemic. The global pandemic had disrupted travel and holding of large scale face to face meetings. This had resulted in increased difficulties to engage consultants and external resources to facilitate the delivery of key activities. The closure of schools and other public health measures have also disrupted the work of the government in the earlier months of the pandemic.

These challenges were addressed as both implementing partners and national partners started adjusting to the new normal of conducting meetings and activities through tele-conferencing facilities. Large scale face-to-face events were postponed to the later part of the year where Cambodia managed to resume these events safely through a successful public health response.

Experts who are unable to travel to Cambodia were able to tap onto the tele-conferencing facilities which had been adopted by both implementing partners and national partners earnestly. This had allowed the key activities and trainings to resume towards the end of the year.

The capacities of the project staff engaged in SP and PFM were overstretched within COVID-19 context, due to the need to provide technical assistance and support to the national partners in terms of designing, costing and implementing the COVID-19 responses, including cash transfer programme for ID Poor households.

While cooperation has eventually increased, more regular engagements and coordination efforts for increasing and maintaining a good cooperation among all implementing partners and network members as well as the project management and steering group.

A5.5.4. Opportunities and corresponding strategy adjustments

With COVID-19 crisis, interest of the RGC and the development partners in the social protection sector has increased. This has resulted in the announcement of the national COVID-19 cash transfer programme for ID Poor households and a number of development partners pledging support to the sector's social assistance and social security pillars. This has opened opportunities for strategic engagement of the UN family with the development partners. The core activities under the project create the basis around which a longer-term engagement to strengthen social protection responses is created. Currently, the project serves as the basis for the dialogue between the UN Agencies and the EU. The direct collaboration has been established with ADB, GIZ and DFAT around specific project activity, whereas collaboration with other DPs, including WB, is being established to influence strategic interventions. With the increased interest of the RGC in the sector, the project components and their delivery are becoming more critical to ensure programme design, evidence-base and processes are in place to inform the evolution of the sector.

A5.5.5. Contribution of the Project to the COVID-19 response

Through the project, direct technical assistance has been provided to GS-NSPC and MoSVY to design the COVID-19 Cash Transfer Programme for ID Poor households and the Wage Subsidy for Garment and Tourism sector workers.

The COVID-19 Programme is a national programme of the Royal Government of Cambodia aimed at supporting more than half a million Cambodian households owning the ID Poor cards with an emergency cash transfer intervention. The programme was launched in June 2020 and currently in the

seventh month of its implementation. RGC has currently approved the programme to continue into March 2021, with a view of additional periodic reviews to approve continuation currently estimated until September 2021. The provided technical assistance covered the engagement in the design, including the benefit options and their costing, development of the guidelines and communication materials as well as implementation of the massive capacity development and communication campaigns at sub-national level. The TA provided for the MIS development under the project has contributed to the COVID-19 cash transfer MIS module (building on the MIS of the CT programme for pregnant women and children 0–2). The programme currently covers over 650,000 ID Poor households. Additional resources were provided by the EUD in Cambodia for implementation of the communication materials and M&E for the COVID-19 ID Poor Cash Transfer programme. Additionally, the evidence-base to inform programming is being provided to GS-NPSC through the COVID-19 impact modelling implemented under the Family Package development and more importantly through the monitoring mechanisms (using technology) established under MoSVY to periodically monitor the select process and impact indicators.

The Wage Subsidy for Garment and Tourism sector workers provide suspended workers in these sectors with a minimum subsistence wage. The project provided technical assistance in the design of the scheme and the sustained advocacy for the continuation of the programme meant that together with the COVID-19 Cash Transfer Programme for ID Poor Households, both schemes have been extended to March 2021 given the successful implementation and the impact of providing some income support for workers and poor families affected by the pandemic.

The CSO-TUs network has actively participated and engaged in COVID-19 impact assessment and in the development of new project proposal for COVID-19 and SP response.

A5.5.6. Specific interventions related to public finance management

The project has allowed the RGC to re-assess the appropriateness of the budget's functional classification used by the MEF and to consider addressing the gaps in implementation at a sub-national level. Together with the training on social budgeting, these existing gaps in data becomes apparent, which resulted in request to provide technical assistance to collect these planning information so as to develop better costing and financing options for social protection. In parallel to the work on functional classification, the project has pushed forward the capacity building of the key line ministries engaged in social assistance, with relevant MoSVY department supported in developing improved performance-based budgets (linking policy, targets and indicators with budget) at central and provincial level. Additionally, MoSVY has received support to develop costing and budget submission for select social protection and child protection activities. This has included the costing of the COVID-19 Cash Transfer programme as well as costing of the Family Package implemented in 2020, with continued support provided to MoSVY and GS-NPSC in costing the options to assess programme design alternatives and affordability of programmes in 2021. The space has been created for continued capacity building on PFM issues for MoSVY, as well as the Ministry of Interior, in close collaboration with relevant MEF departments. As a result, in 2021, the trainings on basic PFM, programme -based budgeting and the performance informed budgeting will continue for MoSVY in collaboration with MEF, as well as basic PFM literacy training for Mol's General Department of Administration in charge of sub-national planning and budgeting. The programme based budget preparation guidelines will be developed for MoSVY, and the initial steps towards development of the social assistance budget tracking database put in place. The assessments of the results-based framework and programme-based budget documents will be completed during 2021 (with some delay from 2020).

A5.5.7. Complementarity with the EU Delegation's interventions and on-going and future Budget Support Programmes

The project was instrumental in EU Delegation's intervention and future Budget Support Programmes. The project staff has provided advice and inputs for the development of the indicators for the social protection budget support, including indicators resulting from the implementation of the activities under the project (e.g., endorsement of the family package; increased coverage of social assistance programmes). Through the facilitation of this project, the EU has provided a significant loan to RGC to support the COVID-19 Cash Transfer Programme and to commit further resources in advancing social

protection in Cambodia through the funding of two new programmes to extend social protection to more Cambodians and to enhance capacities to provide social assistance to the poor and vulnerable. One of the funded projects is the joint ILO and UNICEF project on advancing social protection in Cambodia. The project focuses solely on Cambodia's push to develop the social assistance and social security pillars of the sector while focusing on impacts of COVID-19, transition and recovery. The advancing social protection in Cambodia project built upon the ground work on results based budgeting laid by the EU-PFM project by further expanding the evidence of the importance and value of investing into Social Protection. The new project will also provide in depth technical assistance to the RGC as they expand their social protection programmes to include vulnerable population and other population groups that are not currently covered by existing social protection schemes. The EU-supported sub-regional EU-PFM Facility project for South-east Asia implemented by UNICEF complements the PFM activities implemented under the Project, including through complementary results in pushing forward the PFM agenda through sector budget analysis, the promotion of budget accountability and transparency through citizen engagement. The project has also complemented the disability identification roll-out. Additionally, the implementation of the social assistance system building is further supported by additional emergency funding provided by the EU Cambodia in support of the implementation of the COVID-19 response.

A5.5.8. Synergies with other strategic social protection interventions

The project was implemented in synergy with the UN SDG Fund Joint Programme on Social Protection. Concretely, this reduce the administrative burden of the project as both projects are monitored and implemented by the same implementing and national partners. In addition, synergies are obtained through the key outputs of both projects. The social budgeting training and the training on capacity building for MoSVY on the family package are both inputs into the review of the National Social Protection Policy Framework which is a key output in the UNJP. Additionally, the project has established links with the programmes implemented by GIZ linked to improvements and upgrading of the ID Poor database, the ACCESS/DFAT interventions in the area of disability.

Through the BMZ funded project for the garment sector, an initiative was also developed to support an income transfer to garment sector workers affected by the COVID-19 factory suspension. The objective of the income support was to demonstrate the impact of wage subsidy and support to the sector to push for greater investment into unemployment insurance.

Oxfam implements a DGD funded project (Funded by the Belgian cooperation) with 5 partners that are equally a member of the CSO-TU network. These partners have already developed a good knowledge on social protection and play an important role in the network by providing quality inputs in the discussions and reflections. In 2020, this project focused on advocacy for more gender sensitive social protection. A research was undertaken with regard to better social protection for working mothers. The result of this research will be of importance in the gender sensitive design of the surveys and needs assessments and inform future advocacy.

A5.5.9. Strategic partnerships with other development partners

The project facilitated the partnership between ILO, ADB and ILO-ITC to jointly conduct the Social Budgeting training. Further partnership between ILO and ADB is also envisioned in the development of a digital social protection strategy for Cambodia.

The project also facilitated the partnership between UNICEF and GIZ through the technical assistance provided on the COVID-19 Cash Transfer Programme as GIZ was providing assistance on the ID Poor Programme which helps to identify poor and vulnerable families. Partnership with ACCESS/DFAT was strengthened with regards to disability identification and system building for social protection of persons with disabilities. Further partnerships are envisioned with GIZ with regards to their more strategic engagement in social assistance system building as of 2021.

The project is also implemented in synergy with the EU PFM Facility sub-regional project implemented by UNICEF in Cambodia. The planned results under this Project closely correlate with the activities under the EU PFM, including in the area of PFM capacity building and acceleration of disability identification.

A5.5.10. Budget implications

There are no budget implication for the year 2020. Due to delays in implementation due to COVID-19 and the need to reprioritize the focus by both the government partners and partners under the project, the budget was generally underspent. It was, however, possible to accelerate some of the activities in the second half of 2020. With acceleration of activities, as well as the needs of the social protection sector, it will be possible to effectively spent the remaining funds from 2020 while also accelerating the utilization of the 2021 funding.

A5.5.11. Lessons learned – highlights

Implementing environment is conducive to programme implementation. Increased interest in SP sector is both an opportunity for leveraging of other resources and a challenge with regards to increase need for coordination and positioning of the project activities within the new plans by other development partners and the government.

Project strategy and design suits well the long-term development vision of the sector while also enabled a relatively rapid response and adjustment to COVID-19 context and emerging needs.

Particularly with COVID-19, new opportunities for advocacy opened as project is well situated in support of government plans and facilitated discussion on emerging priorities and needs of the sector such as increasing capacity and capabilities of the social assistance and the need to have a dedicated agency (single operator) to implement social assistance schemes. Within COVID-19 context, opportunities to better mainstream the shock-responsive social protection approaches into the ongoing project priorities have arisen and will be capitalized upon. Additionally, it has been possible to manage the rapid expansion of the social assistance system and deploy the COVID-19 CT programme using existing technology, including tablets made available for enrolment of beneficiaries and the introduction of the On-demand ID Poor mechanism. Tablets were remotely managed through the MDM system and linked to programme MIS for enrolment, with further links to the payment service providers. The tablets were further used for M&E purposes. Further investment in technology will be critical for further development of the sector, including strengthening of the MIS systems and their integration into single beneficiary registries, as well as expansion of the use of technology for M&E and risk assessment of beneficiaries. Effective inter-ministerial collaboration is a key to strengthening of social protection sector and to build delivery capacities.

The increased cooperation and coordination between Development Partners/UN agencies, CSOs, Trade Unions, RGC's ministries and institutions involved in social protection gain prominence over 2020. Social protection response to COVID-19 became one of the main priorities and the inputs from the implementation partners and the wider stakeholders are warmly welcomed by social protection institutions including GS-GSPC, MEF, MoSVY and MoLVT and NSSF.

A5.5.12. Visibility & Communication

The project and its contents were communicated to all the key stakeholders during the inception phase via specifically targeted meetings or the routine work planning processes. Where feasible, the EU logo has been displayed and EU support acknowledged, including during the consultative processes and capacity building activities linked to disability identification.

The designing of IEC and communication on SP&PFM has been discussed, however, the implementation will be following in this second year.

► Annex A5.A1. Project risk register

Ref.	Risk statement. The event we do not want to see and its potential impact on objectives	Comment. Explain how the risk might arise and the importance of the impact	Measures currently in place to address this risk	Impact	Likelihood	Total	Change ¹	Risk Owner ²	Additional risk response for the attention of the implementation team and the Steering Group
1.	Changes in currently high level of priority given to SP reform	ToC is based on the assumption that project activities will support expansion of SP but the level of priority and resources allocated may not meet expectation due to external economic factors negatively affecting fiscal space.	(2) RGC has adopted NSPPF. (3) Agencies have developed a strong working relationship with key RGC stakeholders. (4) Agencies in collaborated with line ministries jointly advocate for SP expansion.	2	3	6	↓	Steering committee	No additional risk response given that the SP agenda has gained relevance due to the COVID-19 pandemic.
2.	RGC unable to earmark additional public finance to support expansion of coverage and provision of predictable cash transfers for additional schemes	Even with political commitment, potential lack of fiscal space would impact on expansion.	As above: (4) RGC is committed to budget allocation. RGC investment in CT programme for pregnant women and children 0–2 is to reach 10 million USD in 2021. RGC already committed, through sub-decree, to implement disability allowance programme nation-wide. Agencies have supported identification tools and capacity building to expand the programme. (5) Close collaboration with the National Social Protection Council under MEF allows for objective estimate of potentials to increase budget allocation.	2	4	8	↔	Steering committee	No change as despite the increasing difficult fiscal environment due to decrease in tax revenue and lower economic growth, the RGC had shown commitment to increase spending on SP as a means of stimulating the economy.

Ref.	Risk statement. The event we do not want to see and its potential impact on objectives	Comment. Explain how the risk might arise and the importance of the impact	Measures currently in place to address this risk	Impact	Likelihood	Total	Change ¹	Risk Owner ²	Additional risk response for the attention of the implementation team and the Steering Group
3.	Line ministries lack capacity to implement fully the new PFM measures under PFM reform	Although PFM Reform measures are being developed and rolled out, the risk is that all line ministries and agencies might not have capacity to implement.	(3) Agencies have established capacity building support to line ministries and MEF. (4) Capacity assessment of line ministries and MEF in programme budget implementation was conducted and gaps already identified. The proposed capacity building plan is intended to fill in some of the identified gaps.	2	4	8	↓	Steering Committee	Decreased as RGC has shown a commitment to build capacity and to further increase the training on PFM.
4.	Continued gaps in coordination among Line Ministries	Co-ordination is becoming stronger. However, given the scope of the SP sector, the full and formal coordination mechanisms for contributory and non-contributory schemes have to be put in place in addition to overall coordination by National Social Protection Council.	(3) Establishment of NSPC and government agencies responsible for contributory and non-contributory coordination. (4) RGC has drafted the TORs for technical working group to coordinate scheme to govern contributory and non-contributory schemes.	2	4	8	↔	Steering Committee	Remain the same. Despite increasing interest in SP and more development partners planning activities related to SP, the implementing partners and the GS-NSPC have been increasing their coordination effort through the informal coordination groups to ensure consistency in the approach. The Social Assistance Sub-committee has been established under the NSPC and is chaired by MoSVY representative with the aim of strengthening inter-ministerial collaboration.
5.	Low capacity of RGC Line Ministries/agencies to implement the SP Policy Framework priorities	Lower levels agencies have limited capacity which could delay or limit project implementation	(2) Project partners are currently engaged in selected capacity building activities (3) Organization capacity was conducted for MoSVY and capacity building plan is already in place (4) Agencies have accumulated experiences and approaches in delivering capacity building to sub-national administration	3	3	9	↔	Steering Committee	Nil

Ref.	Risk statement. The event we do not want to see and its potential impact on objectives	Comment. Explain how the risk might arise and the importance of the impact	Measures currently in place to address this risk	Impact	Likelihood	Total	Change ¹	Risk Owner ²	Additional risk response for the attention of the implementation team and the Steering Group
6.	NSPC has limited influence on other key agencies, e.g. re co-ordination	NSPC is key counterpart and should play a key role	Project partners and other DPs are currently engaged in capacity building activities	2	4	8	↔	Steering Committee	Nil
7.	Government partners delay in engaging with the project	This could delay or limit project implementation	(3) There is strong commitment by NSPC to project activities (4) The project is aligned with government priorities	3	4	12	↑	Steering Committee	Increase not due to government partners delay but the pandemic had disrupted global travel and the ease of conducting face to face activities Possible mitigation of actions of leveraging on more teleconference/hybrid event and increase delivery through the use of field staff instead of consultants.
8.	Capacity building activities not translated into concrete actions	This would mean that activities did not lead to planned outputs and outcomes	Current activities focused on hands-on capacity building linking to concrete delivery and expansion of services/SP schemes coverage	2	4	8	↔	Steering Committee	
9.	Lack of co-ordination amongst project partners	This could limit the effectiveness of project implementation	Partners are also working together on other projects	3	2	6	↔	Steering Committee	
¹ The Change column is used during implementation and summarizes the change since the last time the risk register was presented. Three symbols are used: ↑ Increase in the total level of risk ↔ No change in the total level of risk ↓ Decrease in the total level of risk ² The Risk Owner column is used during implementation and records the name of the person with day-to-day responsibility for monitoring the risk and coordinating the response.									

► Annex A5.A2. Outputs of the project

List of outputs, technical reports and studies produced by the project. All outputs listed here will be attached to the progress report.

Title of the output	Link to the activity of the logical framework	Status (not yet started/on-track /completed/endorsed by national stakeholders)
Social Budgeting Training	Activity 1.1.1, Activity 2.1.1, Activity 2.2.1, Activity 2.2.2	Completed
Financial Review of Social Protection in Cambodia	Activity 2.1.4	Not yet started
Output 1.2 – Feasibility studies and tools for expansion of the social protection schemes are developed	Technical assistance to design and development of gender– and – child – sensitive integrated/ family package of social assistance programmes	The programme design and policy document drafts completed and submitted to NSPC. The documents will be shared as a part of the next progress report. The disability identification guidelines were developed.
UN Cambodia Brief on Social Protection Responses to the COVID-19	Activity 1.1.1	Completed

► Annex A5.A3. Communication and visibility

<https://www.phnompenhpost.com/national/disabled-data-app-track-needy>

<https://www.unicef.org/cambodia/stories/crisis-breakthrough-supporting-cambodia-reach-social-protection-milestone>

APPENDIX 6. ETHIOPIA



Productive Safety Net Programme's beneficiaries in Shemsamise, Shashego, SNNPR region, Ethiopia.
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► A6.1. Executive summary

The “Improving Synergies between Social Protection and Public Finance Management” (SP&PFM) project for Ethiopia started in October 2019 with an inception phase ending in May 2020. During the inception phase, the ILO and UNICEF Ethiopia team, with close engagement with the European Union Delegation to Ethiopia (EUD), prepared the project document, established a Core Group for day-to-day project follow-up and a Reference Group consisting of key social protection stakeholders.

With regards to Output 1 on **“financing strategy for social protection”**, the Project has produced a vulnerability assessment with respect to COVID-19 and a socio-economic impact analysis of COVID-19 in Ethiopia. It has produced a social protection policy eligibility assessment for possible EU budget support. The project has also facilitated the signature of an agreement between ILO and the Ministry of Finance to carry out an actuarial valuation for a pension system reform. Through the technical assistance on public finance⁴¹ that UNICEF Ethiopia provides to the Ministry of Finance (MoF), the SP&PFM project has a gateway to link with the MoF technical experts and policy makers that influence fiscal policy and will be able to build on the ongoing fiscal space analysis and the work on medium-term revenue and expenditure forecasting. This work will link to the SP&PFM project's focus on developing a financing strategy for social protection with short-term and medium-term options. The data and model used to conduct the ongoing fiscal space analysis with the MoF will serve as a foundation for the social protection fiscal space analysis of the SP&PFM project.

Related to Output 2 on **“extending social security to informal economy workers and supporting wage legislation related to social protection”**, the SP&PFM project has signed an Implementation Agreement (IA) with POESSA (Private Organizations' Employees Social Security Agency) to conduct media-based awareness raising on COVID-19 and social protection extension to informal economy workers, which is currently on track. Terms of Reference (ToRs) were also drafted to conduct a study on extending social protection to informal economy workers. In view of progressively improving the social protection system and practice in Ethiopia, MoLSA has submitted a proposal for holding a consultative workshop among social protection institutions and ILO tripartite partners (Confederation of Ethiopian Trade Unions, Public Servants' Social Security Agency, and Private Organizations' Employees Social Security Agency) in Ethiopia. The purpose of the workshop is to set steps to progressively improve the social protection system in Ethiopia. The workshop will discuss presentations on the National Social Protection Policy (NSPP) and Strategy, extension of social protection to the informal economy, and Community Based Health Insurance with a COVID-19 lens. The SP&PFM project has agreed to fund MoLSA's workshop which will be held in the third week of February 2021.

Related to Output 3 on **“building the capacity of MoLSA to effectively monitor the social protection system”**, the Project has contributed to establish a social protection coordination mechanism on the basis of an agreed ToR. This has led to the reactivation of the Federal Social Protection Platform (FSPP) starting from October 2020. The FSPP is chaired by MoLSA and members are from government, development partners and non-government organizations. A social protection monitoring instrument has been developed for MoLSA to support its social protection coordination role in the country, using the ILO Social Security Inquiry (SSI) tool. Capacity building work for national social protection stakeholders was done on key performance social protection indicators, based on the Social Security Inquiry (SSI) ILO Tool, a data set that provides quantitative information on existing social protection programmes (contributory and non-contributory) of Ethiopia by types of schemes/benefits, number of beneficiaries covered (by gender disaggregation) and expenditures. SSI is also the official UN instrument for governments to report on SDG 1.3. Two specialists, a Monitoring and Evaluation (M&E) Specialist and a Management Information System Specialist, were hired by MoLSA to provide technical assistance for strengthening the M&E and data management system of the ministry for social protection. Ten social protection officers from MoLSA, Bureau of Labor and Social Affairs (BoLSAs) and the two Social Security Agencies (POESSA which covers private sector employees and PSSSA

⁴¹ This is technical assistance outside of the SP&PFM project that UNICEF is providing to the Ministry of Finance to provide capacity building for medium term revenue and expenditure forecasting and fiscal space analysis.

(Public Servants' Social Security Agency) which covers public sector employees), participated in the ITC (International Training Centre) – ILO E-Coaching on social protection.

In relation to the cross-cutting issues covered by the project activities, the SP&PFM project's staff have provided technical support on the new designs of the Rural and Urban PSNPs to improve gender equality in social protection. To promote disability inclusion in social protection, the SP&PFM project has included the Federation of Ethiopian Association of Persons with Disabilities (FEAPD) in its Reference Group⁴² (*see description on page 13*). It has also contributed to the International Day of Persons with Disabilities (IDPD) celebration by supporting FEAPD to organise a seminar on promoting inclusive services (social protection, Technical and Vocational Education and Training (TVET) and employment) to persons with disabilities.

Concerning contributions to additional social protection projects, during 2020 the SP&PFM project has contributed to the development of drafting a COVID-19 wage subsidy project proposal linked to "Protecting Ethiopian Garment and Textile sector Workers from COVID-19 Impact". The proposal has secured funding from BMZ (Government of German Development Agency) for a wage subsidy for about 45,000 workers in the sector mentioned above, and will be implemented by ILO, in close coordination with the SP&PFM project. The BMZ funded Project was officially launched on 4 February 2021 in the presence of MoLSA's Minister, ILO Director (Ethiopia), German Embassy, Employers' and Workers' representatives.

By way of creating synergies the SP&PFM project has built on UNICEF existing initiatives, to increase work synergies with the World Bank, MoLSA and UJCFSA on the urban destitute component of the Urban Productive Safety Net Programme (UPSNNP). This facilitated a linkage to the Rural Productive Safety Net Programme (RPSNP) for which UNICEF holds a seat in the donor working group. The project also complements ILO existing projects funded by the government of the Netherlands such as PROSPECTS on social protection programme development for refugees and host communities as well as with the Skill-Up Project financed by Norway on disability inclusion.

In 2021, the project plans to conduct studies that will inform the financing strategy for social protection which includes different components such as an investment case of social protection and an investment framework for social protection which will be used to inform the financing strategy for social protection, and the preliminary results when available for presentation will be presented to stakeholders including the project's Reference Group, the Federal Social Protection Platform, policy makers and development partners. Policy consultations and policy advocacy with the government are expected to take place side-by-side. The study on the extension of social protection to informal economy workers will also be conducted. With regards to capacity building support to MoLSA, the development of an online website/platform for social protection as well as the development of a comprehensive institutional development strategy are planned to be carried out.

⁴² UNICEF, ILO, EUD, Ministry of Agriculture, Ministry of Labour and Social Affairs, Ministry of Finance, Urban Job Creation and Food Security Agency, ILO's tripartite partners (Confederation of Ethiopian Trade Unions, Public Servants' Social Security Agency, and Private Organizations' Employees Social Security Agency), Federation of Ethiopian Associations of Persons with Disabilities, the World Bank, HelpAge International Ethiopia (on behalf of the Global Coalition for Social Protection Floors (GCSPF)), a representative from the Rural Productive Safety Net Program (RPSNP) Donor Coordination Team (DCT), and Addis Ababa University.

► A6.2. Budget/Planning information

Project budget in USD:	1,851,920		
Project duration in months:	44	Planned	Actual
Project start date (including inception phase):		October 2019	October 2019
Project end date:		May 2023	May 2023

► A6.3. Summary outputs

A6.3.1. Output delivery⁴³

	Output status	Output summary
Outcome: Improving the social protection system for Ethiopia through a sustainable financing strategy		
1. Financing strategy for Social Protection in Ethiopia with short-term and medium-term options	On schedule	<ul style="list-style-type: none"> – A study on the vulnerability assessment of COVID-19 in Ethiopia and another one on analyzing the socio-economic impact of COVID-19 in Ethiopia are completed. – Social protection policy eligibility assessment for possible EU budget support is completed. – Actuarial valuation for contributory social protection schemes has started with results anticipated to be available at the end of 2021. – Fiscal space analysis background data collection has been undertaken as part of UNICEF's ongoing technical assistance to the Ministry of Finance, and the SP&PFM project's staff are contributing to this exercise. This work will serve as the foundation for the fiscal space for social protection analysis which will be an input to the financing strategy for social protection.
2. Extending social security to informal economy workers and supporting wage legislation related to social protection	On schedule	<ul style="list-style-type: none"> – Proposal for awareness raising with workers and employers on social protection was developed in collaboration with MoLSA. The campaign will be deployed in February 2021. – The Project has funded POESSA's proposal to conduct media-based awareness on COVID-19 and social protection for informal economy workers and POESSA's client private company workers. – TORs for the extension of social protection to informal economy workers drafted and will commence in February 2021. The TORs aim at assessing and developing policy/strategy on the following: <ul style="list-style-type: none"> – Situation of workers and economic units in the informal economy – Barriers (legislative, administrative, financial and others) to social protection coverage and formalization – Policy options for the extension of social protection coverage.

⁴³ Based on the Implementation Plan.

	Output status	Output summary
3. Building the capacity of MoLSA to effectively monitor the social protection system	On schedule	<ul style="list-style-type: none"> – The Federal Social Protection Platform was established and launched in October 2020. The Platform has members from government, development partners and civil society. – Social protection mapping was done using the ILO's Social Security Inquiry (SSI) tool. – Two webinars were conducted to introduce the SSI tool and validate the SSI data with social protection institutions, development partners, civil society organizations and relevant stakeholders. – The SSI tool was introduced by the project to MoLSA staff and relevant social protection institutions. – Mobile-based monitoring applications to track COVID-19 top-up cash transfers for UPSNP clients was developed for MoLSA. – Permanent Direct Support (PDS) Case Management Guideline and Checklist was prepared by MoLSA to support ongoing programmatic monitoring processes. – MoLSA has been supported with Technical assistance (one Monitoring and Evaluation Specialist and one Management Information System Specialist) for strengthening the M&E and data management system of the ministry for social protection. – An online training course on Pension Policy and Pension Management for 10 staff of MoLSA, BoLSAs and social security agencies was conducted with ILO-ITC (Turin) partners. (web link: Executive E-Learning on Pension Policy and Management). – Ongoing technical assistance is being provided to MoLSA on the Management Information Systems for both U/RPSNP, the launching of the Federal Social Protection Platform, and developing their role as part of both the new U/RPSNP designs. – The project contributed to the hiring of a technical advisor to support MoLSA on policy/strategy issues, and to be the secretariat for the Federal Social Protection Platform. – The Project contributed to resources pooled from different ILO projects for hiring a technical advisor to the Minister of MoLSA to advise the Minister on pertinent issues and help advance the social protection agenda in the Ministry.

A6.3.2. Outputs: Overall delivery assessment

<input checked="" type="checkbox"/>	Highly satisfactory Implementation of almost all (>80%) outputs is on schedule as envisaged in the implementation plan and almost all (>80%) indicator milestones have been met.	<input type="checkbox"/>	Satisfactory Implementation of the majority (60–80%) of outputs is on schedule as envisaged in the implementation plan and the majority (60–80%) of indicator milestones have been met.
<input type="checkbox"/>	Unsatisfactory Some (40–60%) outputs are being implemented on schedule as envisaged in the implementation plan and/or only some (40–60%) indicator milestones have been met.	<input type="checkbox"/>	Very unsatisfactory Few (<40%) outputs are being implemented on schedule as envisaged in the implementation plan and/or only a few (<40%) indicator milestones have been met.

► A6.4. Summary outcomes

A6.4.1. Outcome achievement⁴⁴

This table is based on the project's log frame and the annual targets set in the multi-annual work plan.

Indicator	Baseline for indicator (before project start)	Indicator Milestone (compare planned against actual)	Target (end-of-project goal)	Immediate Outcome summary
<p>Ethiopia Outcome: Improving the social protection system for Ethiopia through a sustainable financing strategy</p> <p>Ethiopia Indicator: Percentage of social protection expenditure (RPNSP, UPSNP and CBHI) from total public spending</p> <p>Global Outcome: (SO1) To improve partner countries' design and financing of social protection systems in support of their efforts towards SDGs 1 and 10.</p> <p>Global Indicators:</p> <p>(1.4) % ratio of the social protection expenditure to the total State budget (disaggregated by type of programmes/domain of benefits)¹</p> <p>(1.5) Source of funding for social protection, distinguishing between domestic resources (disaggregated by social protection contributions and state budget) and external funding.</p>	4% (latest data available is for 2017–2018)	Awaiting updated data from MoF	6%	

⁴⁴ Based on the M&E plan.

Indicator	Baseline for indicator (before project start)	Indicator Milestone (compare planned against actual)	Target (end-of-project goal)	Immediate Outcome summary
<p>1. Ethiopia Output 1: Financing strategy for social protection in Ethiopia with short-term and medium-term options.</p> <p>Ethiopia Indicator:</p> <ul style="list-style-type: none"> – A short-term and medium-term financing strategy is designed, presented, and advocated for take up by the government. <p>Global Result: (R1.1) Adequate, sustainable and gender-sensitive social protection financing through improved cross-sector co-ordination in coherence with national macro-economic, fiscal, digital and SDG strategies as well as diversification of sources of financing and increased fiscal space available for all social sectors to progressively achieving universal social protection.</p> <p>Global Indicator: (1.1.1) Number of policy documents with an integrated/cross sectoral perspective on social protection, including related to fiscal, digital and SDG issues elaborated.</p>	No social protection financing strategy	ToR for an investment case of social protection, an investment framework for social protection (including costing) and a financing strategy (based on a fiscal space analysis) for social protection is drafted. Fiscal space analysis general data collection is completed as part of UNICEF's ongoing technical assistance to the Ministry of Finance, which will serve as the foundation for the SP&PFM project to build on. As per the plan, some of the intermediate deliverables will be finalized in 2021 while the complete financing strategy is expected in 2022.	A financing strategy is in place for the government to implement.	Fully on track: all milestones met
<p>2. Ethiopia Output 2: Extending social security to informal economy workers and supporting wage legislation related to social protection.</p> <p>Ethiopia Indicators:</p> <ul style="list-style-type: none"> – National policy, programme or plan of action designed for extending social security to informal economy workers. – Minimum wage legislation issued <p>Global Result: (R2.1) Strengthened capacities of partner countries to achieve the best impact of diversified sources of funding for social protection, prioritizing women, children, persons with disabilities, informal economy and migrant workers.</p> <p>Global Indicator: (2.1.2) Number of government representatives trained by this Action on social protection funding sources, prioritising women, children, persons with disabilities, informal economy and migrant workers (disaggregated by sex).</p>	<p>0</p> <p>0</p>	<p>ToRs for the extension of social protection to informal economy workers is drafted. The TORs aim at assessing and developing policy/strategy on the following:</p> <ul style="list-style-type: none"> – Situation of workers and economic units in the informal economy – Barriers (legislative, administrative, financial and others) to social protection coverage and formalization – Policy options for the extension of social protection coverage <p>Tripartite consultation on minimum wage and SP facilitated.</p>	<p>1</p> <p>1</p>	

Indicator	Baseline for indicator (before project start)	Indicator Milestone (compare planned against actual)	Target (end-of-project goal)	Immediate Outcome summary
<p>3. Ethiopia Output 3: Building the capacity of MoLSA to effectively monitor the social protection system.</p> <p>Ethiopia Indicators:</p> <ul style="list-style-type: none"> – MoLSA is more effectively coordinating social protection programming through a functional social protection council/platform. – MoLSA has a functional knowledge management platform and monitoring system for social protection programming. <p>Global Result: (R2.2) Strengthened knowledge and technical capacities of partner countries at national and sub-national levels to plan, deliver, monitor and report on social protection programmes, with participation of training institutions and civil society.</p> <p>Global Indicator: (2.2.2) Number of multi-stakeholder dialogue events organized by the project to improve delivery and monitoring processes, (by country and region).</p>	<p>0 social protection platforms</p> <p>0 knowledge management platform</p>	<p>Social protection platform is established</p> <p>SSI data collection completed, and SSI training activities achieved as a contribution to the creation of MoLSA's social protection monitoring tool.</p>	<p>1 functional platform</p> <p>1 knowledge management platform and established monitoring processes led by MoLSA</p>	
<p>¹ Using at least the following types (social assistance [disaggregated by social transfers, public works; fee waivers for basic health or education services; other including cash plus], social care, social insurance, active labour market policies.</p>				

A6.4.2. Achievement of the project outcomes

<input checked="" type="checkbox"/>	Highly probable Almost all (>80%) reporting period milestones have been met. Based on the indicators and risk assessment, it is highly probable all outcomes will be achieved by the end of the project.	<input type="checkbox"/>	Probable The majority (60–80%) of reporting period milestones have been met. Based on the indicators and risk assessment, it is probable the majority of outcomes will be achieved.
<input type="checkbox"/>	Low probability Some (40–60%) reporting period milestones have been. Progress is being made on the outcomes but based on the indicators and risk assessment only some outcomes will be achieved.	<input type="checkbox"/>	Improbable Few (<40%) reporting period milestones have been met. Limited progress is being made on the outcomes and based on the indicators and risk assessment only a few outcomes will be achieved.

This assessment is provided based on the progress against the log-frame and the milestones indicated in the multi-annual workplan, however the underlying assumption is that the budget required for project implementation is released early enough in 2021 and 2022 to enable continued implementation of the project's activities, and the risks outlined in Annex 1 (the project's risk register) will not create significant bottlenecks.

► A6.5. Narrative report: Managing for results

During the inception phase, the project was presented to various stakeholders including the social protection Donor Working Group. These consultations were instrumental in introducing the project and inviting possible partnerships. The Project Document with a multi-annual work plan, budget, and communication and visibility strategy was submitted and approved by the European Commission's Directorate-General for International Partnerships (DG INTPA).

The project is being implemented and closely managed by a Core Group which consists of ILO, UNICEF and EU. The Core Group meets on average once a month to oversee the project's implementation. It follows up project progress, reviews ToRs, provides feedback on studies and project outputs, makes presentations of findings and discusses on the implementation and management of the project. In addition, a Reference Group (chaired by UNICEF and ILO) is established with a clear Terms of Reference (ToR) to advise on strategic directions and monitor project implementation. The members of the Reference Group include the EUD, government ministries and offices (Ministry of Agriculture, Ministry of Labour and Social Affairs, Ministry of Finance, and Urban Job Creation and Food Security Agency), ILO's tripartite partners (Confederation of Ethiopian Trade Unions, Public Servants' Social Security Agency, and Private Organizations' Employees Social Security Agency), Federation of Ethiopian Associations of Persons with Disabilities, the World Bank, HelpAge International Ethiopia (on behalf of the Global Coalition for Social Protection Floors (GCSPF)), a representative from the Rural Productive Safety Net Program (RPSNP) Donor Coordination Team (DCT), and Addis Ababa University. The Reference Group (RG) meets twice a year. The group has met twice since the initiation of the project. The first meeting was conducted in February 2020 with the aim of introducing the project and soliciting input for the preparation of the project document during the inception phase. Numerous valuable comments were received during this meeting. The comments were instrumental in enriching the final project document. The second meeting was conducted in July 2020 with the purpose of presenting the approved project document, approving the Reference Group's ToR and a discussion with the members on the way forward. The RG members emphasised the need for the Project to support in the areas of knowledge management, social protection coordination and monitoring tools development as well as reforms in the contributory social security system (through actuarial valuation). Overall, there was agreement that:

- o the project's activities are aligned with the new realities of COVID-19, and activities related to the COVID-19 response have been mainstreamed in all of the three outputs of the project.

- o the project's objectives and content are well aligned to the government's 10 Year Perspective Plan;
- o there is the need for the project to align with the government's effort in digitalizing its core and support system due to the COVID-19 related mode of working, and that the project contributes towards this by developing an online knowledge management platform for inclusive social protection (and a possible example among others could be the Social Security Inquiry (SSI)).

The meeting was useful in further clarifying the objective of the project and getting the commitment of the Reference Group members for future engagements.

A6.5.1. Progress summary

Under the three outputs of the project, various activities were carried out during the reporting period.

Output 1: Financing strategy for social protection in Ethiopia with short-term and medium-term options

With the first case of COVID-19 being reported in the country in March 2020, various restrictive measures were taken by the government to curb the spread of the virus. These measures, along with the health impact of the pandemic, have affected the economy as a whole and the vulnerable segment of the population in particular. In light of this, the project has conducted a vulnerability assessment of COVID-19 and a socio-economic impact analysis of COVID-19 in Ethiopia to inform programme interventions. The studies identified the most vulnerable groups as low-income households, workers in the informal sector, women, children, the elderly, people living in street situations, refugees and people with disabilities. It also looked at the implications of the socio-economic shocks stemming from the crisis and provided recommendations for addressing its consequences in terms of policy options for decision makers as well as practical actions by government and development partners. One of the recommendations of the study, as it relates to social protection, is for the government to design response measures that strengthen social protection systems in the medium and long term to ensure continued and coordinated capacity in the delivery of social protection. This confirms the relevance of the SP&PFM project in Ethiopia as this project aims to contribute towards ensuring that the financing of social protection is sustainable through increased government investment while building a robust social protection system with interlinkages among sectors as opposed to the delivery of fragmented social protection programmes.

Under this output, a social protection policy eligibility assessment was also conducted for the purpose of considering the feasibility of an EUD Sector Reform Performance Contract (SRPC) in Ethiopia. This assessment was done to support the EUD in Ethiopia with the objective of having a national perspective of the country's social protection systems including the policy commitment and implementation capacity of involved government agencies. The assessment was done in consultation with concerned government institutions involved in the design and implementation of social protection systems including financing. The result of the assessment is to be used to inform the EUD's consideration of budget support for social protection in Ethiopia. Preliminary findings of the assessment were presented at the first meeting of the Federal Social Protection Platform chaired by MoLSA and attended by government institutions and development partners working on social protection, on 19 October 2020.

In order to guarantee the long-term sustainability of the PSSSA and POESSA contributory social protection schemes, the project in discussion with the Ministry of Finance (MoF), has initiated an actuarial valuation based on the 2019 social security data. An agreement, including the co-financing arrangement between MoF, the SP&PM project and ILO, has been signed to start the work in February 2021. This work is intended to contribute towards assisting the Government in ensuring the long-term financial sustainability of the schemes by making available key modification recommendations that may render PSSSA and POESSA more effective and efficient vis-à-vis the provision of social insurance protection. It will also contribute towards improving governance and planning of the social security scheme and provide guidance for eventual reforms.

UNICEF has been providing the MoF with other technical assistances on public finance which includes support to improve medium-term revenue and expenditure forecasting, fiscal risk analysis as well as conducting a fiscal space analysis. These activities are ongoing and the data collection for the fiscal space analysis under this technical support to the Ministry is completed. The data and analysis from

this analysis will be linked with and will be used as a foundation for the SP&PFM project's dedicated social protection fiscal space analysis work.

Output 2: Extending social security to informal economy workers and supporting wage legislation related to social protection

The project supported POESSA to raise awareness on COVID-19 and the need for accelerating the extension of social protection to informal economy workers. POESSA discussed with the Project and agreed on a final plan composed of two main phases. The first is to provide Personal Protective Equipment (PPE) procurement for COVID-19 protection to its staff and informal workers, which is done in January 2021. The second is to help POESSA organize a media-based campaign to raise social awareness on COVID-19 and social insurance for informal economy workers, micro and small enterprises that are not covered by any social protection scheme. POESSA plans to do the media campaign through *Fana* Television which has a wide viewer coverage thereby ensuring extensive information dissemination throughout all regions in Ethiopia. The study will look at the profile of workers of the informal economy, their needs for social protection, existing barriers (contributory capacity, legal framework, etc.), and policy options for the extension of coverage based on a review of international experiences, in alignment with international standards, and taking into account the specific needs of workers in the informal economy.

Output 3: Building the capacity of MoLSA to effectively monitor the social protection system

The project supported the establishment of a Federal Social Protection Platform (FSPP), i.e. a social protection coordination mechanism, through consultation with Development Partners (DPs) and government counterparts. Accordingly, the FSPP was launched in October 2020 with the objective of maintaining momentum and building greater coordination for the social protection sector. The FSPP is designed to advocate for strengthening an integrated and coherent social protection system and provide inputs to relevant policy/strategy/planning documents that relate to social protection. It is chaired by MoLSA and its members are government institutions, development partners and civil society. UNICEF Ethiopia is currently serving as a co-chair of the FSPP. The FSPP held two meetings during the reporting period and deliberated on various social protection issues, including: review and feedback on the social protection policy eligibility assessment that was conducted by the project; overview of the new UPSNP design; social protection responses to COVID-19; expansion of Community-based Health Insurance; overview of the EUD's Multi-annual Indicative Programme (2021–2027) with a consultation on the social protection and migration priority areas.

As the general social protection coordination is under MoLSA's responsibility, it is expected to compile national data and evidence of the different social protection programmes implemented by a variety of institutions in the country to inform policy makers. The project contracted a consultant to conduct social protection mapping and completed the Social Security Inquiry (SSI) data for Ethiopia. The SSI tool will contribute to a general assessment of social protection in the country and is aimed at assessing gaps in coverage and vulnerabilities of the population. The SSI data is now ready for use by MoLSA. Two webinars were organized for the Ministry and other relevant institutions to familiarize them with the SSI tool and to validate the completed data by schemes and benefits. Once the tool is installed at MoLSA in 2021, it will be updated periodically by social protection monitoring officers and the evidence will be available to the social protection council that is expected to be established and to the parliament on social protection coverage and expenditure. This will help policy makers to make decisions based on evidence for social protection programmes.

As part of the social protection response to COVID-19, and complementing to the objectives of this project (albeit with other funding sources), the project has been working with MoLSA and the Federal Urban Job Creation and Food Security Agency (UJCFSA) to leverage the Urban Productive Safety Net Programme (UPSNP) to provide cash transfer 'top-ups' to all Permanent Direct Support (PDS) households in 11 cities and all Temporary Direct Support households in Addis Ababa. Within the context of output 3 of the project, which is to build the capacity of MoLSA to effectively monitor social protection programmes, technical assistance was provided to MoLSA in using a mobile-based monitoring application to track COVID-19 top-up cash transfers for UPSNP clients. Moreover, technical support was provided to MoLSA to prepare a PDS Case Management Guideline and Checklist to support ongoing programmatic monitoring processes for RPSNP and UPSNP. This will standardize

MoLSA and BoLSAs to manage and implement the PDS component of the both RPSNP and UPSNP. The guideline and checklist have been validated and will be cascaded to regions soon.

MoLSA has capacity gaps relating to monitoring, data management and engaging on the MIS agenda. The SP&PFM project has taken the first step to support MoLSA to support existing staff and improve internal processes through the hiring of one Monitoring and Evaluation Specialist and one Management Information System Specialist. The Project also contributed to the hiring of a technical advisor to provide MoLSA with high-level policy support and take on the role of secretariat for the FSPP. It also contributed to the hiring of a technical advisor to the Minister of MoLSA to advise on various policy issues including social protection. The technical advisor to the MoLSA Minister is financed through resource pooling from different projects within the ILO, and the SP&PFM project has contributed to this in order to help advance the social protection agenda in the Ministry. Moreover, ongoing technical assistance is being provided to MoLSA by UNICEF Social Policy Specialists to strengthen the national social protection system. As part of the capacity building work, online training on social protection was provided with ILO-ITC (Turin) partners for 10 staff from MoLSA, BoLSAs and social security agencies. The training named "E-coaching on Social Protection: Towards Responsive Systems" was provided from 15 June to 6 September 2020. The technical assistance and capacity building provided to MoLSA at different levels is expected to build the institutional capacity of the ministry to strengthen the social protection system in the country, and effectively carry out its social protection coordination and monitoring roles.

(1) Improved gender equality in social protection coverage

Both RPSNP and UPSNP are focused on improving gender equality. UNICEF has provided technical support on the new designs of both programmes. This includes greater emphasis on childcare services, protecting pregnant/lactating women and their children over the first 1,000 days (RPSNP), Social Behaviour Change Communication (SBCC) that includes issues around child marriage and gender-based violence, as well as strengthening of the Gender and Social Development (GSD) manual and training provided to implementing staff. The SP&PFM project staff are contributing to this through the provision of technical expertise, ensuring that the national social protection system enables gender inclusive delivery of the project.

UNICEF is supporting the government to review and adapt the RPSNP Gender and Social Development guidelines and the programme's Behaviour Change Communication modules. However, this piece of work will be undertaken starting in 2021 and is therefore not part of this reporting period. Although this work does not include a specific plan for a disability review of the RPSNP/UPSNP at the moment, it can however potentially adapt the guidelines/modules to ensure better messaging and information on disabilities. For the RPSNP, MoLSA will also do a mapping of gender-based violence and social services (which would include social services for persons with disabilities).

(2) Improved disability-inclusiveness of the social protection system

To promote disability inclusion in social protection, the SP&PFM project has included the Federation of Ethiopian Association of Persons with Disabilities (FEAPD) into its Reference Group. It has also facilitated through ILO's own resources, support to FEAPD for organising a seminar on promoting inclusive services (social protection, TVET and employment) to persons with disabilities.

Both RPSNP and UPSNP will continue to cover Permanent Direct Support (PDS) beneficiaries (many of whom are people with chronic illnesses and disabilities) and provide them unconditional transfers and linkages to services within the new designs. This cohort is comprised of those who are unable to complete physical labour – e.g. the chronically ill, elderly and persons with disabilities (PwD). For UPSNP, it is now mandatory for community targeting committees to have a PwD member/representative. The SP&PFM project has provided ongoing technical support to MoLSA to shape the design for PDS clients, and to strengthen the focus on service linkages for these clients.

(3) Improved shock-responsiveness of the social protection system

For UPSNP, UNICEF in collaboration with MoLSA and the Urban Job Creation and Food Security Agency (UJCFSA) has adapted the programme to support the triggering of a shock responsive mechanism for COVID-19 response. This is the first time UPSNP has initiated a shock responsive mechanism. The RPSNP already has a shock responsive mechanism and will be strengthening the approach in the new

phase. It is anticipated that the new RPSNP will incorporate the Humanitarian Food Assistance (HFA) into a single scalable safety net. This would transfer the implementation of the HFA from the National Disaster Risk Management Commission (NDRMC) to the Ministry of Agriculture, to enhance efficiency gains relating to timely and predictable payments, and lower per capita delivery costs. The SP&PFM project staff is contributing to this through the provision of technical expertise.

(4) Improved social protection coverage for informal economy workers

In the process towards meeting this goal, a technical feasibility study to test different options for extending social protection to informal economy workers is planned to start in March 2021. In addition, an initiative was supported by funding POESSA for COVID-19 PPE supplies and media-based awareness raising on social protection for informal economy workers.

A6.5.2. Evaluations, reviews and monitoring

The SP&PFM project uses its multi-year implementation plan and log frame as a reference to monitor the project deliverables. The Project has prepared the Inception Report in June 2020 and presented it to the Reference Group on 30 July 2020 for consultation on the Project's progress and the challenges faced. Periodic consultations with the Project's Core Group (mostly once a month) also serves as a monitoring instrument. The SSI data and report done through the Project contributes to the fulfilment of the global Project's Specific Outcome (SO 1) log frame indicator "1.1) Number of social protection policy and programmatic documents, disaggregated by countries with mechanisms in place to enhance policy coherence of sustainable development (SDG 17.14.1)". The SSI report provides a comprehensive picture of the social protection programmes in Ethiopia by number of beneficiaries (gender disaggregated) and expenditures. This important contribution helps policy makers to have a better perspective of the country's social protection coverage and expenditure. This also influences fiscal and policy reviews in favour of social protection.

A6.5.3. Main challenges, risks and corrective action

- The impact of COVID-19 coupled with internal instability and conflicts had negative impacts on the economy. This may lead to a reduction in fiscal space which could affect the government's ability to increase financing for social protection. It also has disrupted social protection programming and kept the government preoccupied in responding to these emergencies. A COVID-19 vulnerability assessment and socioeconomic impact analysis of COVID-19 was conducted, and the SP&PFM project is closely monitoring the situation with regular dialogue among stakeholders.
- The COVID-19 pandemic and the state of emergency that was declared following this health threat have resulted in travel restriction for data collection from Regional states on SSI and the social protection policy assessment. The corrective actions taken include communicating with regional partners and information providers through e-mail, telephone and other digital means.
- The current conflict and unrest in the country have resulted in a shift of the government's and partners' focus to national security threats. This could lead to diminished attention to the SP&PFM project both from the government and development partners. In addition to the challenge of delivering social protection to affected areas and the economic impact of the conflict that make it difficult for the government to make funding available for social protection, the EU has temporarily withheld all budget support contract payments (including possible EU support to social protection via budget support) due to the Tigray conflict. All COVID-19 response funds are also withheld. The SP&PFM project will be taking these current developments into account and design its engagement with government and development partners accordingly.
- The national election which was planned to be held in year 2020 is postponed to 2021 due to the COVID-19 pandemic. Given that the outcome of the election and the winning political party's commitment to financing social protection are unknown at this stage, there is a risk on the degree to which the SP&PFM project's recommendations will be taken up for implementation by the government.

- The earliest the budget for 2021 will be disbursed to the UNICEF and ILO country offices is June 2021, and since the fund is required for project implementation earlier in 2021, this will have an adverse effect on project delivery and impact. As per the agreement with the EU Headquarters, the fund disbursement is linked to the approval of the progress reports for all the countries in the global project, hence this is the expected timeline considering the size of this project and despite the global team's effort to get the reports out to the EU as soon as possible. Since project funds are a prerequisite for project implementation, not receiving 2021's budget in the first quarter will have a very serious adverse impact as this includes fund commitments and project cash transfers to the government for the government's direct implementation of the project's activities. UNICEF is trying to make arrangements, where it can, to borrow some funds from other funding sources so that project activities do not halt, and then reimburse these funds when the EU releases the 2021 budget. However, all of the 2021 project funds for UNICEF may not be able to be made available this way and it will also require a guarantee that this borrowed money will be paid back by EU funds during the third quarter of 2021. Such an option is not available to ILO posing a risk to the halting of some project activities.

A6.5.4. Opportunities and corresponding strategy adjustments

- The project instigated a meeting with UNICEF, ILO, World Bank and EUD colleagues to discuss potential synergies across the project's fiscal space analysis and other elements of its work on financing social protection with the World Bank's forthcoming Social Protection Public Expenditure and Institutional Review (PEIR). This working group will periodically meet to share information, data and updates, which will ensure greater collaboration, reduce the burden on government counterparts, and synergize policy messages to communicate these in one voice for greater impact.
- The reactivation of the FSPP has created a collaborative environment among government social protection institutions, development partners (World Bank, EUD, and bilateral donors), Civil Society institutions and others.
- As the Reference Group of this program is composed of government and non-government actors who are active and influential in social protection and PFM areas, their engagement in the project is an opportunity to move forward the synergy between social protection and PFM. The engagement with members of the Reference Group affords the project an opportunity for high level strategic advocacy.

These examples provide opportunities for building further alliances for social protection and will contribute to strengthen the delivery of the project along the lines of the agreed SP&PFM project's logical framework.

A6.5.5. Contribution of the Project to the COVID-19 response

- The project did a study on the vulnerability assessment and socio-economic impact of COVID-19 in Ethiopia. The findings from these two complementary studies was compiled as a policy brief and made available for policy makers.
- The project team was part of UNICEF's technical assistance provision to MoLSA and the Urban Job Creation Food Security Agency (UJCFS) to leverage the urban PSNP to respond to COVID-19. Working closely with MoLSA's Urban Destitute Advisor and other technical team members from BoLSA, 93,120 Permanent Direct Support (PDS) clients in 11 cities were targeted for cash transfer 'top ups' for 6-months (starting from September 2020). This was the first time UPSNP triggered a shock response mechanism, and was the first time MoLSA, and Addis Ababa BoLSA were directly involved in delivering such an initiative. MoLSA and BoLSA are also testing mobile-based applications to conduct monitoring of this response.
- The project has provided its technical services to support the design of a wage subsidy project proposal of the ONE ILO Programme on "Protecting Ethiopian Garment and Textile sector workers from COVID-19 Impact". The proposal has secured funding from BMZ for wage subsidy to about 45,000 workers in the sector mentioned. The SP&PFM project continues working with the ONE ILO Programme to facilitate wage subsidy for textile and garment workers affected by COVID-19.

- The Project contributed to the procurement of COVID-19 Personal Protective Equipment (PPE) for POESSA for distribution to its staff and workers in the informal sector.

A6.5.6. Specific interventions related to public finance management

A significant public finance management intervention that the SP&PFM project contributed to in the year 2020 is the support it provided to the EUD in Ethiopia by conducting a social protection policy eligibility assessment as part of EUD's requirement for considering budget support for social protection in Ethiopia. This is further elaborated in section 5.7.

There are several PFM interventions that the project can support either through direct engagement or indirectly through UNICEF's membership and role in the PFM Donor Working Group (PFM DWG) that is chaired by the World Bank with members from bilateral and multilateral institutions such as the EUD, FCDO (Foreign, Commonwealth & Development Office), Irish aid, KfW German Development, USAID, and AfDB (African Development Bank). For instance, one of the agendas that the PFM DWG is currently engaged in is supporting the government in undertaking PFM reforms. The various PEFA reports finalized in 2019/2020 for Ethiopia (that were produced through the partnership of selected members of the PFM DWG of which the EU and UNICEF were a part), provide detailed PFM performance indicators that can inform the PFM reform. For example, the PEFA assessment for the federal level shows that the main PFM improvements that have been achieved are in reducing off-budget expenditure, improving the timeliness and reliability of budget information provided to sub-national governments and in the legislature's scrutiny of audit reports on the execution of the budget. On the other hand, the main deteriorations in PFM performance have been in the reliability and credibility of the budget. There has also been some deterioration in revenue administration. Hence, PFM reforms in such areas would directly benefit the SP&PFM project and its future goals for social protection.

Moreover, the SP&PFM project has positioned itself well to take advantage of influential partnerships and strategic alliances as it relates to PFM. In addition to what has already been mentioned in section 5.4 of this report, the subsequent sub-sections to section 5 of this report provide information on the SP&PFM project's further engagement with the World Bank, IMF, etc.

The SP&PFM project will contribute to improving and generating knowledge on financing options by producing a financing strategy for social protection in Ethiopia. This encompasses several pieces of work which include: (i) an investment case for social protection to demonstrate that social protection is to be viewed by the government as an investment with positive returns on the investment instead of as a cost; (ii) an investment framework for social protection which will also include the costing of social protection programmes; and (iii) articulating options for financing social protection with a fiscal space analysis to illustrate possible funding sources. Although the SP&PFM project's multi-annual work plan states that the majority of the piece of work will be conducted during 2021, progress made thus far includes strategic consultations with the Ministry of Finance, some data collection, and a review of an initial framework for the fiscal space analysis with the Ministry of Finance (given this work strategically builds on related technical assistance that UNICEF is providing to the Ministry of Finance). Background information was also discussed with the IMF as it relates to the macroeconomic outlook and possible determinants of fiscal space. As these were initial discussions, further consultations with the IMF and other partners are expected during the course of 2021 as the work takes on full force.

In addition, an agreement is signed with the Ministry of Finance for conducting actuarial valuations for the contributory social protection schemes to inform the pension system reform.

A6.5.7. Complementarity with the EU Delegation's interventions and on-going and future Budget Support Programmes

The SP&PFM project's close collaboration with the EUD focal person for social protection plus the SP&PFM project, as well as the EUD focal person for PFM, both within the EUD in Ethiopia, has provided valuable opportunity for complementarity with the EUD's interventions.

It is to be primarily noted that upon the request of the EUD, the SP&PFM project conducted a social protection policy eligibility assessment as part of EU's requirement for considering budget support for social protection in Ethiopia. It is anticipated that budget support will provide relatively more secure and sustainable financing for the social protection sector. This is an example of how the SP&PFM project is providing support to the EUD to advance the social protection agenda in Ethiopia as well as

support the preparation of the next EUD programming exercise (2021–2027). The SP&PFM project (through its work on UPSNP) also has synergies with another EUD budget support programme, namely the “Ethiopia Job Compact Sector Reform and Performance Contract”, that included additional EUR 6 million which was added at the end of 2020 to respond to the COVID-19 crisis through a top up for the UPSNP. However, the EU has temporarily withheld all budget support contract payments (including possible EU support to social protection via budget support) due to the Tigray conflict. All COVID-19 response funds are also withheld. The SP&PFM project will be taking these current developments into account and design its engagement with government and development partners accordingly.

Secondly, there is complementarity with the EUD’s interest in PFM reform for improving PFM and strengthening systems and service delivery (which includes social protection among other service delivery sectors). In this regard, a consultation was held with the EUD’s focal person for PFM in Ethiopia to discuss potential areas of PFM reform and the required interventions that would need to be addressed by the government. A third area of complementarity with EUD’s interests is in the area of promoting budget transparency for enhanced accountability and citizen’s participation in the budget process which is being sought through joint partnership in the PFM DWG.

The SP&PFM project collaborates in ILO’s work with the EUD-supported project “Bridging the Gap II” in Ethiopia, implemented by the Austrian Development Cooperation. The SP&PFM project is a member of the Bridging the Gap (BtG) Steering Committee. BtG II has contributed to the UNPRPD/ILO/UNICEF global research on inclusive social protection by coordinating the production of a country case study on the effectiveness and inclusiveness of social protection systems’ responses to COVID-19 in the country. Data collection is exercised on PSNP and in the two BtG intervention regions (Somali and Amhara) through a consultancy contract.

A6.5.8. Synergies with other strategic social protection interventions

- UNICEF is a member of the RPSNP donor working group and has been heavily involved in the new RPSNP design, supporting MoLSA to develop a dedicated outcome area on service linkages. UNICEF has also been working closely with the World Bank, MoLSA and UJCFSa on the urban destitute component of UPSNP. The project has also been engaging closely with the World Bank regarding the institutional development of MoLSA. In particular, the project has provided information/data to support the World Bank’s Institutional Assessment of MoLSA’s role for both the rural and urban PSNPs. Based on the assessment findings and other World Bank technical and financial support, this project will develop a capacity-building strategy for MoLSA during 2021. Through the launching of the Federal Social Protection Platform, the project is supporting greater coordination and links between various interventions that are normally not well connected – such as synergies between Community-based Health Insurance and the existing safety nets, supporting reintegration of returnees, and how the social protection system is being adapted to respond to COVID-19. The above mentioned (5.4) collaboration with World Bank on the social protection PEIR is also an opportunity to strategically link with emerging analysis that will inform future social protection approaches/policies.
- The Project closely works with ILO projects funded by bilateral donors: such as PROSPECTS on social protection programme development for refugees and host communities and also with the Skill-Up Project on disability inclusion. The Project also works with the BMZ funded ILO “Wage Subsidy” Project to COVID-19 affected workers in the Textile and Garment Sector.
- The additional roles the SP&PFM project plays in complementing and reinforcing existing efforts in social protection and PFM has already been explicitly illustrated either in the preceding or subsequent sections of this report.

A6.5.9. Strategic partnerships with other development partners

- The World Bank is a key partner for the social protection sector in Ethiopia. The SP&PFM project is engaging the World Bank in multiple ways – through the RPSNP Donor Working Group, through bilateral discussions on strengthening collaboration on capacity development of MoLSA, integrating aspects of the safety net management information systems, and creating synergies on the SP&PFM project’s financing strategy for social protection (including the fiscal space analysis) and the World Bank PEIR. The Swedish International Development Cooperation Agency (SIDA) is also a main partner that is collaborating on supporting the institutional

development of MoLSA. The Federal Social Protection Platform (the secretariat of which is supported by the SP&PFM project) has the potential to foster new strategic partnerships as it reaches a wide set of government, development partner and NGO actors.

- The project has closely worked and collaborated with relevant UN agencies through the United Nations Resident Coordinator's Office (UNRCO) in the drafting of the United Nations Sustainable Development Cooperation Framework (UNSDCF) 2020–2025 for Ethiopia. The UNSDCF has been finalized and signed with the Government. Social protection is captured in the Results Matrix under Outcome 3 Output 3.4 ("Social Protection programmes and systems strengthened to enhance resilience of the most vulnerable"). This year the UN is accelerating financing for development initiatives. The project in Ethiopia offers a solid ground to engage in the discussion for financing of social protection with the UN RCO and UNDP.
- From the PFM side, the SP&PFM project has also engaged with key PFM actors to forge partnerships that have proved useful in policy dialogue and information exchange. Some aspects of the SP&PFM project's work on the revenue angle of PFM and financing will be of interest to development partners in the Macro-economic Discussion Forum which is chaired by the IMF and UNICEF is a member along with numerous bilateral and multilateral institutions. In addition to continuing to bilaterally engage the IMF, the SP&PFM project will also engage the Macro-economic Discussion Forum on the fiscal space analysis and for support in policy advocacy for social protection financing. In addition, as it has been stated above, the SP&PFM project is actively engaging with the EUD, other EU Member States, international financial institutions (IFIs) and UN agencies through the PFM DWG where pertinent PFM related interventions are deliberated and action with the government are sought. These platforms have members from the EU Member States, the IFIs as well as UN agencies including UNDP and the UN Economic Commission for Africa (UNECA). UNECA is a member of the Macro-economic Discussion Forum only and not the PFM DWG, however bilateral consultations with UNECA have been held on PFM and the financing work.
- Although there may not be a formal joint project framework, nor signed MOUs or agreements for the partnerships described here, these partnerships are still as valid and play/will continue to play a key role for collaboration, synergies and approaching the government with a common voice when it comes to policy advocacy in both the PFM and social protection programming fronts.

A6.5.10. Budget implications

- The project could not use the amount budgeted for travel due to the travel restrictions under COVID-19 in 2020. This has resulted in underspending in the travel budget. Therefore, there is a need to revise the budget.
- Budget spent on the "Social Protection Policy Eligibility Assessment" was not initially planned by the Project. However, the work was done with EUD's request from the ILO share of the budget as it was an important input to EU budget support initiatives.

A6.5.11. Lessons learned – highlights

Context and implementing environment

- Having a Reference Group and Core Group has made the implementing environment more conducive through inter-agency collaboration. As the Reference Group members are government and non-government institutions with engagement in social protection and PFM issues, working together with the group has helped to incorporate valuable inputs during the implementation of the project. The Reference Group is also instrumental in ensuring recommendations and findings from the project are taken up by concerned stakeholders and are acted upon.
- The project is working closely with the EUD in Ethiopia. Involving the focal person responsible for social protection and the SP&PFM project at EUD's Ethiopia office in the SP&PFM Project's Core Group has proved effective in creating a conducive implementing environment and complementarity. The close relationship between the EUD in Ethiopia and the SP&PFM project

implementers has helped the project to integrate critical inputs from the EUD at an early stage of each activity and incorporate the EUD's feedback in the implementation process. One good example of the effective partnership with the EUD in Ethiopia is that the EUD requested support from the SP&PFM project to conduct the social protection eligibility assessment which the project was able to deliver.

Project strategy and design

- A well designed PRODOC with a clear theory of change, multi-annual implementation plan and budget has served the team as a very good implementation guide.

Advocacy, communication

- Although the lack of reliable internet connection in government offices is still a challenge, the SP&PFM project has managed to continue with regular external communication and advocacy with partners through online meetings.

Capacity building

- The social protection training organized for social protection institutions in collaboration with ILO-ITC was a useful capacity building activity. The online format was an important and successful adaptation to the restrictions put in place to mitigate the transmission of COVID-19.
- The FSPP is also building the knowledge base of participating institutions on how best to promote inclusive social protection programmes in Ethiopia. This is the only platform in the country where a wide range of stakeholders can share and learn from each other with regards to the social protection sector.

Implementation and institutional arrangements

- Being a joint Project, UNICEF and ILO have been able to bring their expertise and networks together for effective implementation of Project activities. UNICEF's experience in working on non-contributory social protection schemes and public finance as well as ILO's unique expertise in contributory social protection programs has proved to be a valuable blend in terms of taking joint leadership in managing the different components of the SP&PFM project effectively.

A6.5.12. Visibility & Communication

Outputs of this project were published following the EU's visibility standards.

- (i) The COVID-19 vulnerability assessment and the socioeconomic impact analysis of COVID-19 in Ethiopia reports were prepared in compliance with the EU's visibility requirements and can be accessed as follows:
- Policy Brief: Mitigating the socio-economic impacts of COVID-19 in Ethiopia, with a focus on vulnerable groups:
https://socialprotection-pfm.org/wp-content/uploads/2021/03/Policy-Brief-on-Mitigating-the-Socio-economic-Impacts-of-COVID-19-in-Ethiopia_Final.pdf
 - Annex I – Vulnerability Impact Fiches: Mitigating the socio-economic impacts of COVID-19 in Ethiopia, with a focus on vulnerable groups:
https://socialprotection-pfm.org/wp-content/uploads/2021/03/Annex-1-Vulnerability-Impact-Fiches-COVID-19-Ethiopia_Final.pdf
 - COVID-19 Socio-economic Vulnerability Assessment of Ethiopia:
https://socialprotection-pfm.org/wp-content/uploads/2021/03/COVID-19-Socio-economic-Vulnerability-Assessment-of-Ethiopia_Final.pdf
 - Socio-economic Impact Analysis of COVID-19 in Ethiopia:
https://socialprotection-pfm.org/wp-content/uploads/2021/03/Socio-economic-Impact-Analysis-of-COVID-19-in-Ethiopia_Final.pdf

(ii) Presentation on “Social protection programmes coverage and context in Ethiopia”:

https://socialprotection-pfm.org/wp-content/uploads/2021/04/SSI-presentation-final-March-2021_Final.pdf

- The preliminary findings of the social protection policy eligibility assessment were presented at the launching event of the Federal Social Protection Platform which added visibility to the EUD.
- The SP&PFM Ethiopia project's brochure, which is a deliverable in the communication and visibility strategy, was produced in 2020 and disseminated. It has taken into account all of EU's communication and visibility requirements with regards to logos and disclaimers and can be accessed at:

https://socialprotection-pfm.org/wp-content/uploads/2021/02/Social-Protection_PFM-brochure-Ethiopia.pdf

- A short video with brief words from MoLSA's Director of Social Welfare Development Promotion Directorate was prepared and included as a contribution towards the SP&PFM's global programme video which was presented during the global programme's launch hosted by the European Commission's DG INTPA the Headquarters of ILO, UNICEF and GCSPF:

<https://youtu.be/PMXI-RycGil>

- A country web page for Ethiopia with content for the Ethiopia SP&PFM project has been launched as part of the global programme's website:

<https://socialprotection-pfm.org/partner-countries/ethiopia/>

- In addition to all the outputs of the SP&PFM Ethiopia project produced during 2020, overall information about the project, summary of results and upcoming events can be accessed at this website. This website will be updated with new products as they become available for further visibility and communication of the project. Other documents related to the project's themes will also be uploaded to the website to serve as a repository and knowledge base for a wider range of stakeholders.
- The SP&PFM project description, brochure and other relevant social protection documents on Ethiopia are also uploaded on the SP&PFM page of ILO's social protection website (please see Annex 3 for a screen shot of the page). UNICEF Ethiopia's website will also provide links to the Ethiopia country page of the SP&PFM programme's website.

► Annex A6.A1. Project risk register

Ref.	Risk statement. The event we do not want to see and its potential impact on objectives	Comment. Explain how the risk might arise and the importance of the impact	Measures currently in place to address this risk	Impact	Likelihood	Total	Change ¹	Risk Owner ²	Additional risk response for the attention of the implementation team and the Steering Group
1.	Due to the fact that the project's funds for 2021 will be transferred to UNICEF and ILO in June 2021 or later, funds will not be available in time to fully implement the project which will then adversely affect project delivery and impact. ³	Since project funds are a prerequisite for project implementation, not receiving 2021's project budget until June 2021 or later has a very serious adverse impact as this includes fund commitments and project cash transfers to the government for the government's direct implementation of the project's activities.	UNICEF is trying to make arrangements where it can borrow some funds from other funding sources, so that project activities do not halt, and then do a reimbursement when the EU releases the 2021 budget. However, all of the 2021 project funds for UNICEF may not be able to be made available this way and it will also require a guarantee that this borrowed money will be paid back by EU funds during the third quarter of 2021. Such an option is not available to ILO posing a risk to the halting of project activities.	High	High	High		Zeleka Paulos (UNICEF) and Fantahun Melles (ILO)	
2.	The current conflict and unrest in Tigray and other parts of the country have resulted in a shift of the government's and partners' focus to emergency relief operations, which could possibly result in less commitment to the financing of social protection.	In addition to the challenge of delivering social protection to areas affected by conflict and the economic impact of the conflict that makes it difficult for the government to make funding available for social protection, the EU has temporarily withheld all budget support contract payments (including possible EU support to social protection via budget support) due to the Tigray conflict. All EU COVID-19 response funds are also withheld.	As this is a recent development, there will be an ongoing and continuous engagement with the government and development partners to assess and address this risk.	High	High	High		Zeleka Paulos (UNICEF) and Fantahun Melles (ILO)	

Ref.	Risk statement. The event we do not want to see and its potential impact on objectives	Comment. Explain how the risk might arise and the importance of the impact	Measures currently in place to address this risk	Impact	Likelihood	Total	Change ¹	Risk Owner ²	Additional risk response for the attention of the implementation team and the Steering Group
3.	The COVID-19 pandemic is expected to have a negative impact on the economy. This may lead to a reduction in fiscal space which could affect the government's ability to increase financing for social protection.	The economic and financial stress the government faces will make the case for increased domestic investment for social protection a difficult agenda to push given the resource constraints.	A COVID-19 vulnerability assessment and a socioeconomic impact analysis of COVID-19 was conducted, and the SP&PFM project is closely monitoring the situation with regular dialogue among stakeholders. The social protection financing strategy this project will work on will also incorporate this risk in its analysis.	High	Medium	Medium		Zeleka Paulos (UNICEF) and Fantahun Melles (ILO)	
4.	COVID-19 is on the rise in Ethiopia. If the situation worsens, Project engagement with social protection partners will be restricted to online interactions only. Given the poor, internet access and connectivity in the country, the situation could affect Project delivery.	Communities seem indifferent in observing COVID-19 prevention protocols. This is likely to worsen the infection rate, which in turn could lead to lockdowns. Travel and physical meeting restrictions related to the COVID-19 pandemic has an impact on the project in terms of data collection and conducting various consultation meetings and workshops with government and other partners.	COVID-19 awareness is being done by different actors through various media. The Project will also make an awareness campaign on COVID-19 to informal economy workers through its partnership with POESSA. Fana Broadcasting Agency (A Govt-owned TV Channel) has signed a contract with POESSA to do the awareness campaign. The project activities can continue by engaging with partners and information providers through e-mail, telephone, and other digital means.	Medium	Medium	Medium		Zeleka Paulos (UNICEF) and Fantahun Melles (ILO)	

Ref.	Risk statement. The event we do not want to see and its potential impact on objectives	Comment. Explain how the risk might arise and the importance of the impact	Measures currently in place to address this risk	Impact	Likelihood	Total	Change ¹	Risk Owner ²	Additional risk response for the attention of the implementation team and the Steering Group
5.	The upcoming election in June 2021 brings uncertainty to the overall political stability of the country. Inaccessibility of key government counterparts leading up to the election, as well as during and for some time after the election, could delay the project's activities.	It is usually challenging to access decision makers and government counterparts during the election season. There also could be potential political instability during the election period and following the election results. Moreover, given that the outcome of the election and the commitment to financing social protection are unknown at this stage, there is a risk on the degree to which the Project's recommendations will be taken up for implementation by the government.	Follow the political situation closely to take the necessary actions and ensure, to the degree possible, that the project activities and objectives are not significantly affected.	High	High	High		Zeleka Paulos (UNICEF) and Fantahun Melles (ILO)	
<p>¹ The Change column is used during implementation and summarizes the change since the last time the risk register was presented. Three symbols are used:</p> <ul style="list-style-type: none"> ⬆ Increase in the total level of risk ↔ No change in the total level of risk ⬇ Decrease in the total level of risk <p>² The Risk Owner column is used during implementation and records the name of the person with day-to-day responsibility for monitoring the risk and coordinating the response.</p> <p>³ As per the agreement with the EC, the fund disbursement is linked to the approval of the progress reports for all the countries in the global project, hence this is the expected timeline considering the size of this project and despite the global team's effort to get the reports out to the EU as soon as possible.</p>									

► Annex A6.A2. Outputs of the project

List of outputs, technical reports and studies produced by the project. All outputs listed here will be attached to the progress report.

Title of the output	Link to the activity of the logical framework	Status (not yet started/on-track/completed/endorsed by national stakeholders)
Study on vulnerability assessment of COVID-19 on Ethiopia	Activity 1.1	Completed
Study on the socio-economic impact of COVID-19 in Ethiopia	Activity 1.1	Completed
A fact-finding report based on ILO-Social Security Inquiry (SSI) for Ethiopia	Activity 3.3	Completed
SSI Data for Ethiopia	Activity 3.3	Endorsed by national stakeholders
Report on "Assessing Ethiopia's Social Protection Policy Eligibility"	Activity 1.3	Completed

► Annex A6.A3. Communication and visibility

1. A country page for Ethiopia was installed on the global SP&PFM programme's website, prior to the official launch of the SP&PFM global programme, where descriptions and objectives of the SP&PFM Ethiopia project have been made available at:

<https://socialprotection-pfm.org/partner-countries/ethiopia/>

In addition to all the outputs of the SP&PFM Ethiopia project produced during 2020 (listed below), overall information about the project, summary of results and upcoming events can be accessed at this website. This website will be updated with new products as they become available for further visibility and communication of the SP&PFM project. Other documents related to the project's themes will also be upload to the website to serve as a repository and knowledge base for a wider range of stakeholders.

2. Outputs of this project were published following the EU's visibility standards.
 - (i) The COVID-19 vulnerability assessment and the socioeconomic impact analysis of COVID-19 in Ethiopia reports were prepared in compliance with the EU's visibility requirements and can be accessed as follows:

Policy Brief: Mitigating the socio-economic impacts of COVID-19 in Ethiopia, with a focus on vulnerable groups:

https://socialprotection-pfm.org/wp-content/uploads/2021/03/Policy-Brief-on-Mitigating-the-Socio-economic-Impacts-of-COVID-19-in-Ethiopia_Final.pdf

Annex I – Vulnerability Impact Fiches: Mitigating the socio-economic impacts of COVID-19 in Ethiopia, with a focus on vulnerable groups:

https://socialprotection-pfm.org/wp-content/uploads/2021/03/Annex-1-Vulnerability-Impact-Fiches-COVID-19-Ethiopia_Final.pdf

COVID-19 Socio-economic Vulnerability Assessment of Ethiopia:

https://socialprotection-pfm.org/wp-content/uploads/2021/03/COVID-19-Socio-economic-Vulnerability-Assessment-of-Ethiopia_Final.pdf

Socio-economic Impact Analysis of COVID-19 in Ethiopia:

https://socialprotection-pfm.org/wp-content/uploads/2021/03/Socio-economic-Impact-Analysis-of-COVID-19-in-Ethiopia_Final.pdf

(ii) Presentation on "Social protection programmes coverage and context in Ethiopia":

https://socialprotection-pfm.org/wp-content/uploads/2021/04/SSI-presentation-final-March-2021_Final.pdf

3. The SP&PFM Ethiopia project's brochure, which is a deliverable in the communication and visibility strategy, was produced in 2020 and disseminated. It is being distributed widely and has proved to be an effective communication and visibility tool for the project. It can be accessed at:

https://socialprotection-pfm.org/wp-content/uploads/2021/02/Social-Protection_PFM-brochure-Ethiopia.pdf

A short video with brief words from MoLSA's Director of Social Welfare Development Promotion Directorate was prepared and included as a contribution towards the SP&PFM's global programme video which was presented during the global programme's launch hosted by the European Commission's DG INTPA and the Headquarters of ILO, UNICEF and GCSPF.

<https://youtu.be/PMXI-RycGil>

The preliminary findings of the social protection policy eligibility assessment were presented at the launching event of the Federal Social Protection Platform which added visibility to the EUD.

Screen shot from the Ethiopia Page for the ILO Social Protection Website (SP&PFM project brochure, descriptions and relevant social protection policy documents on Ethiopia).

<https://www.social-protection.org/gimi/ShowCountryProfile.action?iso=ET>

ETHIOPIA

Print Reset Edit Disabled

SDG 1.3.1 Effective coverage 11.6% Affiliated to health insurance 29.0% Public expenditure on healthcare 1.1% Public expenditure on social protection 0.7%

Visit the Social Protection Data Dashboards

PUBLICATIONS

+ Add a related resource See all

ethiopia
Improving synergies between Social Protection and Public Finance Management in Ethiopia. National social protection strategy of Ethiopia (2016)

Ethiopia. National social protection strategy of Ethiopia (2016)

Evaluating Outside the Box: Mixing Methods in Analysing Social Protection Programmes

Improving synergies between Social Protection and Public Finance Management in Ethiopia

COUNTRY SUMMARY

Total population ('000)	107,535
Children ('000)	43,012
Older persons ('000)	3,813
Labour force ('000)	51,816
GDP per capita (USD)	853

SOCIAL SECURITY BRANCHES COVERED

Child/family

APPENDIX 7. NEPAL



Picture: Social Security Allowance Beneficiaries ©UNICEF

► A7.1. Executive summary

With an aim to support the Government of Nepal (GoN) in improving social protection policies, financing strategies, coordination mechanism as well as implementation and monitoring systems to increase coverage to the excluded, including people living with disabilities (PwDs), informal sector workers and people faced with disaster risks, the SP&PFM project through continuous engagement and collaboration with the government counterparts has made some advances in achieving key outputs towards project outcomes between October 2019 and December 2020.

One of the key achievements made during this reporting period is the support to the National Planning Commission in the drafting of a National Integrated Social Protection Framework through a consultative process. The National Planning Commission has prepared a draft and submitted it to the Cabinet for approval. A National e-Conference on 'Assessing Impact and Opportunities for Child and Family-Friendly COVID-19 Response' was organised on 10 December 2020 which was attended by Honorable Members of the NPC, Parliamentarians, global and national experts, Joint – secretaries and Under – secretaries from different ministries, Member of the State Policy and Planning Commission (Karnali province), Secretary of the Chief Minister's Office (Province 2) and civil society organisations. The event was hosted live on social media with over 3,900 views. Likewise, the presentations by various global and national experts as well as summary of the conference were disseminated to the wider public through UNICEF's website and email. Additionally, various analytical research studies to inform policy making, especially at the local government level, have been initiated and are expected to be completed in the first quarter of 2021, such as an analytical report on Social Security Allowance (SSA) registration (through beneficiaries' viewpoints) and accountability mechanism of SSAs. To strengthen advocacy through the lens of public finance for children, various social budget briefs have been produced and are in the publication for wider dissemination. The research and analytical pieces aim to provide strategic guidelines to the government in strengthening social protection policies and its implementation in Nepal and contribute towards reducing child poverty, vulnerability and exclusion. Overall, the analysis also considers and articulates disparities related to gender, income, geographic location (national and regional perspectives), ethnicity and functional limitations.

Other key achievements include engagement with the Social Security Fund (SSF) that is responsible for the implementation of contribution-based social security measures, to develop and start implementation of planned activities on institutional strengthening through two parallel works. The first includes work on systems review that aims to foster the improvement and effective implementation of the SSF's information and communication technologies' environment that is aligned with the business process, governance, and management. The second includes a capacity needs assessment and a capacity development plan that will identify the multiple dimensions of capacity, and the competencies required to effectively implement a contribution-based social security system under the SSF in Nepal. Another important step towards increasing coverage of contributory schemes include the strengthening of the communications and outreach efforts of the SSF to reach workers and employers on its four schemes that are currently offered, which is planned for 2021.

A Training-of-Trainers on social protection for the SSF staff, Employers' and Workers' Organizations, and Civil Society Organizations has been designed, which will be delivered by the ILO-ITC in Turin after the lifting of lockdown. Should there be no ease in travel restrictions due to the pandemic, alternative method such as e-learning, webinar series, and so forth will be considered. The project is also engaged in actuarial valuation of the universal health insurance scheme in collaboration with GIZ, which directly contributes to expanding social protection coverage to poor households.

Furthermore, awareness raising activities reached over 60,000 people regarding issues related to SP&PFM like inclusiveness, right based approach, shock responsiveness, labour migration, etc. through social media, radio jingles and public service announcements (see Annex 3). ITUC-Nepal Affiliate Council (ITUC-NAC) and the trade unions campaigned in all seven provinces to raise awareness among workers in order to enrol more workers in the contributory (SSF, specifically targeting private and boarding school union members. The exchanges and joint implementation for this project have clearly led to a better understanding and awareness between trade unions, which

usually only focus on contributory social security, and other parts of Nepali civil society, which previously focused on non-contributory social protection.

► A7.2. Budget/Planning information

Project budget in EUR:	1,852,051 (excluding GCSFP budget)	
Project duration in months: 44	Planned	Actual
Project start date (including inception phase):	October 2019	October 2019
Project end date:	May 2023	May 2023

► A7.3. Summary outputs

A7.3.1. Output delivery⁴⁵

Output	Output status	Output summary
Outcome 1: Increased capacity of GON and key stakeholders to develop resilient, inclusive national social protection policies, sustainable financing strategies and legal frameworks at Federal and Provincial levels.		
1.1. # of policy makers participated in different capacity building activities geared towards policymaking, by Federal and Provincial level, by type of activities and by sex	On schedule	<ul style="list-style-type: none"> Over 100 policymakers participated in the consultative meetings at provincial and local level to discuss the social protection policy response to COVID-19 and the role of the government and development partners. The project organised five virtual consultative meetings between August and October 2020 with provincial government (approximately 70 policymakers) and local governments (approximately 35 policymakers) on the social and economic impact of COVID-19 and Social Protection Response. Participants included the Director of the Department of National ID and Civil Registration, Provincial Planning Commission, Mayors, Deputy Mayors, Ward Officials and other government representatives. The discussions centered around strengthening SP response to mitigate the impact of COVID-19 and the current status of child grant, disability allowance and Social Security Allowances (SSAs). These continuous engagements would be supportive towards enhancing capacity of the government counterparts as well as in organising concrete capacity building workshops planned for the year 2021. High-level advocacy with key policymakers, including parliamentarians, MoF and other stakeholders is ongoing. A meeting with the Finance Secretary was held to discuss ways to advance the Public Finance for children (PF4C) agenda in Nepal. Two Social Budget Briefs (Health Budget brief and Education Budget Brief) were presented to the Secretary. The project organised a panel discussion between the children and parliamentarians on the occasion of the international children's day to discuss a case for investing in children and advocate for child-sensitive national investments. The EU Ambassador in Nepal participated in the event. Jointly with the National Planning Commission, a National e-conference was organised on "Assessing Impact and Opportunities for Child and Family-Friendly COVID-19 Response" which was chaired by Honourable Members of the National Planning Commission and Honourable Parliamentarians with Global, National and Provincial Experts presenting on global trends, national and provincial responses to the crisis. The event was attended by leading development partners, government officials from various sectoral ministries and civil society organizations. The programme contributed to sharing of best practices and lessons learnt from around the world of using social protection instruments to mitigate the impact of COVID-19.

⁴⁵ Based on the Implementation Plan.

Output	Output status	Output summary
1.2. # of policy documents with an integrated/ cross sectoral perspective on social protection endorsed by key stakeholders (SDG 17.14.1)	On schedule	<ul style="list-style-type: none"> – A National Integrated Social Protection Framework has been drafted and is in the cabinet for approval. The project recruited a Consultant and provided technical inputs to support the National Planning Commission (NPC) in drafting the framework. Additional three subject experts with cross-sectoral perspectives on social protection were recruited to review the draft and ensure mainstreaming of thematic issues such as gender, disability and child and family provisions in the draft. A multi-stakeholder consultative meeting was also organised by the NPC and the project to get input from the EU delegation, development partners and civil society organisations on the Draft Framework. – To address the gap in terms of nationally representative evaluation of the key Social Security Allowance (SSA) programme, if not all, the project in partnership with Ministry of Home Affairs will conduct an evaluation of SSA programmes in Nepal in August 2021 –May 2022 (tentative), which will identify key barriers and provide guidelines and recommendations for strengthening and streamlining social protection programmes, improving monitoring and evaluation framework, accountability mechanism and improving delivery at the ground level. The impact evaluation would be instrumental in providing future direction and guideline to the SSA programme, including aiding decision on expanding improving its design, efficient and effective implementation (timely registration, and payment, monitoring and reporting) and strengthening accountability to ensure better impact.
1.3. Building the capacity of MoLSA to effectively monitor the social protection system	On schedule	The guidelines/Standard Operating procedures for strengthening implementation of shock responsive social protection drafted by the MoHA are still pending. To reinforce the process and keep the momentum, the project has initiated a study undertaken by Development Pathways on "Social Protection Responses to COVID-19 for Policy Influencing in Nepal" which provides strategic recommendations on shock responsive social protection using rigorous econometric modelling and simulations. The brief, a first draft of which is ready, presents a compelling case that Nepal needs to leverage the strengths of its current social protection systems, and the experience it has gained in adapting them as shock-response, to use them as a main plank of its response to COVID-19, both in the short and longer terms. The brief also presents five options for scaling up existing social protection assistance, and financing such expansion.
Outcome 2: Government enabled to establish and operationalise a high-level social protection coordination, monitoring and evaluation mechanism at Federal level.		
2.1. Federal level coordination monitoring and evaluation mechanism is in place	On schedule	The task of establishing a monitoring framework at the federal level has just been initiated. Some preliminary discussions have been held with National Planning Commission and other stakeholders.
2.2. National SP M and E framework endorsed by the government	On schedule	A joint meeting between the National Planning Commission (NPC), the project team, Foreign Commonwealth and Development Office (FCDO) and World Bank was organised on 7 October 2020 to discuss the collaboration with the NPC on implementing the National Integrated Social Protection Framework, including developing a budgeted action plan and an M&E Framework. At the meeting, it was agreed that regular monthly meetings with NPC, Development Partners and civil society organizations will be held to foster collaboration and communication for strengthening social protection systems and policies. Since the work is in the preliminary stage this output will be achieved only when the M&E Framework is developed.
2.3. Number of stakeholders' Officials trained to operationalize the coordination, and M & E	On schedule	After the M&E framework is endorsed, training to the government officials on the implementation of the framework is envisaged.

Output	Output status	Output summary
Outcome 3: Increased capacity of Federal and Provincial Governments to plan, budget, implement and monitor extension of contribution –based social protection systems and programmes, overcoming the challenges such as informality, while ensuring financial sustainability of the contributory system.		
3.1. Number of national schemes or programmes with improved administrative and delivery mechanisms (new or revised regulations, or (new or revised) implementation manuals or (new or revised M & E frameworks) or (new or improved MIS	On schedule	<p>Identification of phased activities for the review of the Social Security Fund's (SSF) systems with the aim of improving its governance, administration and management, and effective implementation of the SSF's information and communication technologies' environment ranging from registration, eligibility verification, collection of contributions, case management and distribution of benefits to monitoring, evaluation and reporting. Strengthening data security, large data handling and analysis capacity have been agreed with the counterpart and work is expected to start in January 2021. The first phase, which has started, includes systems review. This will be followed by a second phase of identification and agreement on associated changes. The third phase (long term) includes technical support for improvement.</p> <p>Capacity development of the SSF team through knowledge transfer from experts in areas of database administration, network security, and medical claim verification with the aim to improve administrative and delivery mechanism has begun and is expected to be completed by June 2021. Further, officials from SSF and the Employees' Provident Fund were also provided training through the ILO-ITC training on pension policy and management to strengthen their capacity to provide consulting, design, management and supervision of the national pension systems to better manage in the context of the global economic and financial changes. Activities around capacity development are being done in collaboration and coordination with the UK Foreign, Commonwealth & Development Office (FCDO) financed Skills for Employment Project.</p>
3.2. Number and proportion of workers and employers who, as a result of this programme have registered for contributory schemes	On schedule	<p>Currently there are a total of 181,225 workers registered with the Social Security Fund (SSF). This is a 22.7 per cent increase from the baseline of 147,643 in 2019. There are a total of 12,980 employers registered (a 6.76 per cent increase from baseline in 2019).</p> <p>While it is anticipated that COVID-19 will have negative impact on expected compliance by employers as a consequence of several sectors, especially tourism, being hard hit by the pandemic, activities to strengthen communications and outreach has been discussed and agreed with the counterpart starting with finalization of a communications and outreach strategy, production of information, education, and communication materials, and outreach and dissemination at the national and local level. The aim is to improve communication and visibility of the various schemes under the SSF and improve and expand registration of employers and employees.</p>
3.3. SSF HRD plan, performance system in place and operational	On schedule	<p>In order to implement an effective and sustainable capacity development plan and subsequent trainings that are responsive to the needs of the Social Security Fund (SSF), there is a need to assess the capacity needs as a first step. Initial discussion on the capacity assessment framework has been held with expected work to commence in January 2021. The proposed work will assess the multiple dimensions of capacity, and the competencies required to effectively implement a contribution-based social security system under the SSF in Nepal and will become the basis for the human resource development plan.</p>
3.4. # complaints registered and addressed by SSF	On schedule	<p>The development of a grievance handling process is part of the overarching institutional development plan that is being addressed through the systems review and the capacity needs assessment work. These exercises are expected to identify gaps in the current business processes and recommend areas for improvement after which technical support in establishing the grievance redress mechanism will follow. A strengthened grievance redress mechanism will be reflected in the complaints registered and successfully addressed by the SSF.</p>

Output	Output status	Output summary
Outcome 4: Increased capacity of Federal and Local Governments to revise policies, set standards, oversee, monitor and report the social assistance programmes and to identify options to create fiscal space.		
4.1. End line survey of the SSA/Child grant	On schedule	Baseline and early impact evaluation of the child grant has been completed and the endline survey and full-fledged impact evaluation is planned for 2022.
4.2. Analytical report on SP produced by the Department of National ID and Civil Registration (DoNIDCR) annually	On schedule	Discussions are ongoing with Department of National ID and Civil Registration (DoNIDCR) on producing annual analytical report (based on administrative data and Management Information System (MIS) report). The information from MIS report, among other source of information, is not periodically analysed and published. Therefore, the project seeks to support the Department in producing and publishing annual reports that will help understand social protection eco-system better, including issues such as timely payment, grievance handling, etc. The publication report will be available to the general public.
4.3. Disability Screening system in place in project Palikas	On schedule	UNICEF has entered into a two-year partnership with Save the Children to strengthen the social protection system and its delivery. An important activity includes designing a model for identification and registering People with Disability (PwDs) into social protection Programmes, testing the new model in 2 municipalities, including implementation of existing models in other 4 municipalities for comparative purposes. The overall aim is for the learnings to be scaled up and adopted by other municipalities.
4.4. Social Security Guidelines revised as per SS Act 2018	On schedule	The amendment of the Social Security Act 2018 has been pending and the guidelines will be revised only after approval of the Act from the Parliament.
4.5. # of local government officials trained in SP	On schedule	The project supported the Chief Minister's Office by recruiting 8 coordinators for 8 districts (temporary consultants) to support the Beti Bachao Beti Padoo Program. The recruitment process was guided by the project and provincial government, and undertaken by a third party. Likewise, the project has recruited a firm to review the Beti Bachaw Beti Padoo Program and support the provincial government in redesigning the program with clear priorities and targets. The project will continue the technical support to the Chief Minister's Office to strengthen the girls-insurance scheme. In this regard, capacity building of local government officials is planned for 2021.
Outcome 5: Enhanced accountability mechanism at local government level in Province 2 and 6		
5.1. Functional Grievance handling Committee	On schedule	A firm has been recruited to review accountability mechanisms for Social Security Allowances (SSAs) at local government level in province 2 and 6. Likewise, consultations on the inception planning of the study with discussions on proposed methodology and work plan was organised and attended by various development partners and the Social Protection Task Team, after which an inception report was submitted to UNICEF. Field level consultations with the provincial and local government will commence in January 2021 and final report to be submitted in March 2021.
5.2. # Public audit conducted on social Protection	On schedule	The activity is planned for April/May 2021 and will be implemented through a local NGO.
5.3. Regularize timely payment of SP benefits	On schedule	Real time monitoring mechanism is being designed and implemented in selected Palikas in 2021.
5.4. Number of documented cases of eligible and excluded people identified by accountability systems and included in the programme	On schedule	A firm has been recruited through an open bidding process to undertake a study on SSA registration processes (through beneficiary viewpoints), especially child grant and disability allowance. An inception report review meeting was organised on 22 December where various development partners attended and provided their feedback. Taking these elements in account, an inception report with research toolkit has been submitted. Field work is ongoing and a final report will be available by March 2021.

Output	Output status	Output summary
Outcome 6: Nepali Civil Society Organisations and Trade Unions are meaningfully and structurally involved in the development, implementation and monitoring of policy processes regarding social protection and public finance management due to improved coordination and enhanced capacities.		
6.1. # of people participating in: stakeholders meetings, training, awareness and advocacy (mobilizing and meeting policy makers)	On schedule	Almost 60,000 people were involved or reached through CSOs and trade unions: 40 stakeholders from CSOs participated in virtual stakeholders meeting and online surveys to make strategic choices regarding the involvement of civil society and trade unions through the SP&PFM project and the GoN. These stakeholders nominated 8 members to form a steering committee, two per SPF guarantees, as well as Oxfam for shock-responsive dimension of social protection. While no basic training could be conducted due to COVID-19, 111 people were mobilised to advocate regarding SP & PFM issues and over nearly 60,000 people were reached by awareness raising campaigns through radio jingles, social media and other activities.
6.2. # of advocacy documents and research/studies documents drafted by Civil Society	On schedule	<p>22 documents drafted: Civil Society Organizations (CSOs) drafted a joint declaration and submitted it to a member of the National Planning Commission (NPC) on 15 December 2020, to plan, prioritize and allocate budget on social protection. Ten appeal letters to ensure social security schemes reach their beneficiaries were drafted by the project. The chair of local platform Social Protection Civil Society Network (SPCSN), one of the two GCSPF partners through WSM in Nepal is actively engaged in the COVID-19 Committee which is chaired by a member of the National Planning Commission and managed by the Social Welfare Council, and which is monitoring projects focusing on the pandemic.</p> <p>Terms of References were drafted for the planned research regarding social protection and the involvement of civil society at two municipality level to be conducted in 2020–21. With the input from the trade unions and ITUC-NAC, draft rules were elaborated regarding the Social Security Fund to ensure coverage of informal and self-employed workers. Though the tripartite structure reached a consensus, the draft awaits approval by the cabinet. Other measures (possibility of advance loan) were published to turn the enrolment to the Social Security Fund more attractive. Two Collective Bargaining Agreements were signed in the transport sector to ensure social protection benefits such as Group Corona insurance, PPE and safer working conditions amid the pandemic.</p>

A7.3.2. Outputs: Overall delivery assessment

<input checked="" type="checkbox"/>	Highly satisfactory Implementation of almost all (>80%) outputs is on schedule as envisaged in the implementation plan and almost all (>80%) indicator milestones have been met.	<input type="checkbox"/>	Satisfactory Implementation of the majority (60–80%) of outputs is on schedule as envisaged in the implementation plan and the majority (60–80%) of indicator milestones have been met.
<input type="checkbox"/>	Unsatisfactory Some (40–60%) outputs are being implemented on schedule as envisaged in the implementation plan and/or only some (40–60%) indicator milestones have been met.	<input type="checkbox"/>	Very unsatisfactory Few (<40%) outputs are being implemented on schedule as envisaged in the implementation plan and/or only a few (<40%) indicator milestones have been met.

► A7.4. Summary outcomes

A7.4.1. Outcome achievement⁴⁶

Indicator	Baseline (before project start)	Indicator Milestone (compare planned against actual)	Target (end-of-project goal)	Immediate Outcome summary
Outcome 1: Increased capacity of GON and key stakeholders to develop resilient, inclusive national social protection policies, sustainable financing strategies and legal frameworks at Federal and Provincial levels.				
1.1. # of policy makers participated in different capacity building activities geared towards policymaking, by Federal and Provincial level, by type of activities and by sex	1.1. None	A National Integrated Social Protection Framework has been drafted and is in the cabinet for approval, following which, technical and coordination support, among others, to the National Planning Commission will be provided for the implementation of the framework.	1.1. 300	On track: major milestone of drafting the National SP Framework met, various consultative meetings organised to prepare ground work for implementing the program activities.
1.2. # of policy documents with an integrated/cross sectoral perspective on social protection endorsed by key stakeholders (SDG 17.14.1)	1.2. None	Planned for 2021 –22	1.2. One at Federal level and one each in 2 Provinces	
1.3. Government endorsed shock responsive social protection/cash transfer guidelines available	1.3. Government has agreed for such a guideline and preliminary activities are on-going	The draft SRSP standard operating procedure is still in discussion at the ministerial level.	1.3. One approved guideline is in place	
Outcome 2: Government enabled to establish and operationalise a high-level social protection coordination, monitoring and evaluation mechanism at Federal level.				
2.1. Federal level coordination monitoring and evaluation mechanism is in place	2.1. None	The project is working closely with FCDO and World Bank on supporting the National Planning Commission in the implementation of the framework. Once the National Social Protection Framework is approved by the Cabinet, the next planned step is development of an action plan and M&E Framework.	2.1. One Federal level institutional framework	COVID-19 and current political climate has induced some delays in passing of the draft framework from the Cabinet which has led to subsequent delays in

⁴⁶ Based on the M&E plan.

Indicator	Baseline (before project start)	Indicator Milestone (compare planned against actual)	Target (end-of-project goal)	Immediate Outcome summary
2.2. National SP M and E framework endorsed by the government	2.2. None	This will be achieved after the above deliverable is met.	2.2. One integrated M and E framework	developing M&E Framework and Implementation/Action Plan.
2.3. Number of stakeholders' Officials trained to operationalize the coordination, and M & E	2.3. None	Likewise, stakeholders will be trained on operationalising M&E framework after it has been endorsed by the government.	2.3. TBI during first year of operation as per the need	
Outcome 3: Increased capacity of Federal and Provincial Governments to plan, budget, implement and monitor extension of contribution – based social protection systems and programmes, overcoming the challenges such as informality, while ensuring financial sustainability of the contributory system.				
3.1. Number of national schemes or programmes with improved administrative and delivery mechanisms (new or revised regulations, or (new or revised) implementation manuals or (new or revised M & E frameworks) or (new or improved MIS	3.1.5. (Registration, eligibility verification, contribution collection, case management and benefit distribution systems in place for all 4 schemes (medical treatment & maternity protection; accident & disability protection; dependent family protection; and old age protection)	Identification of phased activities for the review of the Social Security Fund (SSF) systems with the aim of fostering the governance and effective implementation of the SSF's information and communication technologies environment ranging from registration, eligibility verification, collection of contributions, case management and distribution of benefits to monitoring, evaluation and reporting as well as strengthening data security, large data handling and analysis capacity have been agreed with the counterpart and work is expected to start in first quarter of 2021.	3.1. Improvement of 5 operating systems, and establishment of 2 new systems (complaints and appeals mechanisms, and monitoring, evaluation and reporting)	On track: most milestones met
3.2. Number and proportion of workers and employers who, as a result of this programme have registered for contributory schemes	3.2. Workers: 147,643 Employers: 12,157	By December 2020: Workers: 181,225 registered (22.7% increase from baseline) Employers: 12,980 registered (6.76% increase from baseline)	3.2. Hundred per cent increase	
3.3. SSF HRD plan, performance system in place and operational	3.3. None	Initial discussion with Social Security Fund and ITCILO on the capacity assessment framework has been held with expected work to commence in January and will become the basis for the human resource development plan.	3.3. One federal level and one Provincial level HRD plan and performance appraisal system in federal level operational.	
3.4. # complaints registered and addressed by SSF	3.4. None	The improvement of the grievance and appeal system will follow the review of the SSF systems and the capacity needs assessment and is expected to begin in 2021.	3.4. To be established in one year of project implementation	

Indicator	Baseline (before project start)	Indicator Milestone (compare planned against actual)	Target (end-of-project goal)	Immediate Outcome summary
Outcome 4: Increased capacity of Federal and Local Governments to revise policies, set standards, oversee, monitor and report the social assistance programmes and to identify options to create fiscal space.				
4.1. End line survey of the SSA/Child grant	4.1.1. 2020	To be undertaken in 2022	4.1. End line 2022	Virtual Consultations have been held to identify Emerging priorities and current status of Social Security Allowances, especially child grant and disability allowances.
4.2. Analytical report on SP produced by the DoNIDCR annually	4.2. None	Discussions with Department of National ID and Civil Registration have started.	4.2. Three reports published (2021, 2022, 2023)	
4.3. Disability Screening system in place in project Palikas	4.3. None	Pilot testing of a model to strengthen disability screening will commence in February 2021	4.3. In ten Palikas	
4.4. Social Security Guidelines revised as per SS Act 2018	4.4. Existing Guidelines	The activity is pending because the act is not amended yet	4.4. Revised SS Guidelines	
4.5. # of local government officials trained in SP	4.5. None	0	4.5. 150 local gvt officials trained	
Outcome 5: Enhanced accountability mechanism at local government level in Province 2 and 6				
5.1. Functional Grievance handling Committee	5.1. None	Activities planned for 2021 –2022	5.1. At least one in each project Palikas	Consulting agency has been recruited and will be working closely with the local government in identifying issues, gaps, challenges and opportunities for strengthening accountability mechanisms for SSAs. The recommendations will support the implementation of Outputs 5.1, 5.2, 5.3 and 5.4.
5.2. # Public audit conducted on social Protection	5.2. None	Planned for 2021	5.2. Once a year a public audit is conducted	
5.3. Regularize timely payment of SP benefits	5.3. Once or Twice	Follow up actions will be taken after the findings of the real-time monitoring	5.3. Every trimester	
5.4. Number of documented cases of eligible and excluded people identified by accountability systems and included in the programme.	5.4. None	Planned for 2021 and 2022.	5.4. At least 100 cases	

Indicator	Baseline (before project start)	Indicator Milestone (compare planned against actual)	Target (end-of-project goal)	Immediate Outcome summary
Outcome 6: Nepali Civil Society Organisations and Trade Unions are meaningfully and structurally involved in the development, implementation and monitoring of policy processes regarding social protection and public finance management due to improved coordination and enhanced capacities.				
6.1. # of people participating in: stakeholders' meetings, training, awareness and advocacy (mobilizing and meeting policy makers)	None	32 stakeholders gathered and 4x8 steering committee members met, 111 people were mobilised regarding SPF and PFM issues, while 60.512 people were reached by awareness raising activities. Three steering group meetings were conducted in 2020: <i>3 August</i> (topics: Civil society engagement in COVID-19, Inter-agency coordination mechanism between civil society and government), <i>13 August</i> (topics: agreement on the project localities), <i>13 November</i> (topics: social protection week at National level, strategy on CSOs declaration). Total attendance: 22 participants (36% women).	Minimum 250 stakeholders, 100 people participating in training, 500.000 people reached through awareness campaigns, 350 advocacy makers met and 1.500 people mobilised to support demands on SP and PFM.	
6.2. # of advocacy documents and research/studies documents drafted	None		6 position papers and 2 research done regarding CSOs involvement at local level to promote SP&PFM	One position paper and ten appeal letters were drafted, as well as the ToR for the research to be undertaken.

A7.4.2. Achievement of the project outcomes

<input type="checkbox"/>	Highly probable Almost all (>80%) reporting period milestones have been met. Based on the indicators and risk assessment, it is highly probable all outcomes will be achieved by the end of the project.	<input checked="" type="checkbox"/>	Probable The majority (60–80%) of reporting period milestones have been met. Based on the indicators and risk assessment, it is probable the majority of outcomes will be achieved.
<input type="checkbox"/>	Low probability Some (40–60%) reporting period milestones have been. Progress is being made on the outcomes but based on the indicators and risk assessment only some outcomes will be achieved.	<input type="checkbox"/>	Improbable Few (<40%) reporting period milestones have been met. Limited progress is being made on the outcomes and based on the indicators and risk assessment only a few outcomes will be achieved.

► A7.5. Narrative report: Managing for results

Through continuous engagement and collaboration with the government counterparts, development partners and civil society organisations, the project has made some advances in achieving some of the outputs towards project outcomes. The project implementation is actively managed through continuous engagement of the implementing partners with the government, holding regular discussions and policy dialogue, as well ensuring participation in various clusters and coordination groups such as social-economic recovery cluster and cash coordination group, which are supported by the project staff. A good understanding of political economy is also an important consideration for strategic implementation of the project activities.

A7.5.1. Progress summary

The following include a summary of key achievements during the reporting period:

Through a consultative process with technical support from the Project, the National Planning commission has prepared a draft National Integrated Social Protection Framework with input from civil society and submitted it to the Cabinet for approval.

The Project conducted an assessment on social protection responses to COVID-19 in Nepal with recommendations on policy options. The draft report looks at how social protection systems can be reviewed and strengthened to fulfil their role as economic and social stabilizers during the crisis recovery and as integral elements of further economic growth. The paper is currently being review by constituents and stakeholders prior to finalization.

The Project has successfully increased synergies, fostering better understanding and collaboration between trade unions and civil society. The Project reached over 60,000 people on issues such as shock responsive SP, right based approach, people with disabilities etc. related to SP&PFM through social media, radio jingles and public service announcements, as well as media coverage. In terms of advocacy, CSOs drafted a joint declaration and submitted to a member of National Planning Commission (NPC) on 15 December 2020, to plan, prioritize and allocate budget on social protection. Ten appeal letters to extend or ensure Social Security Allowances during COVID-19 were submitted to authorities by SPCSN. ITUC-NAC and the trade unions also met with Province level authorities and officials to promote the contributory SS schemes.

While it is still early to measure whether involvement of civil society leads to more people having better coverage. However, the project may have contributed to the following:

- The exchanges and joint implementation for this project has clearly led to a better understanding and awareness between trade unions and other parts of Nepali civil society. Traditionally, trade

unions only focus on contributory social security and NGOs and other civil society on non-contributory social protection, so it is important to create bridges.

- In part through the appeal letters, the Bagmati Province allocated NRs. 2,000 allowances per month for orphaned and unaccompanied children.
- To expand the capital amount of the cash transfers to the children and expansion of its coverage.
- To the Federal Cabinet deciding to expand the child nutrition grant to 11 districts of the country.
- Draft rules were elaborated in social dialogue structure of the SSF to ensure coverage of informal and self-employed workers but are yet to be officialised. Other measures (possibility of advance loan) were published to render the enrolment more attractive.
- The efforts of trade unions in the transport sector led to weakening the syndicate system and having all committees registered in Company. Trade unions signed an agreement with the Department of Transport Management (Government) and transport entrepreneurs (Employers) in July 2020 on various issues, including: "Group Corona insurance" for workers, for which half the amount will be provided by government and half by employer, compensation to family in case of death due to corona, provide necessary PPEs by the employer and regarding the management of public bus park.
- Over 180,000 workers have enrolled in the contributory social security fund.

Major activities towards key project outcomes implemented between October 2019 and December 2020 include:

- A National e-Conference on 'Assessing Impact and Opportunities for Child and Family-Friendly COVID-19 Response' that aimed to take a stock of social protection responses and provide a platform for knowledge sharing learning and collaboration on leveraging the pandemic to build a stronger, more resilient social protection system was organised on 10 December 2020. The conference was attended by Honourable Members of the NPC, Parliamentarians, global and national experts, Joint – secretaries and Under-secretaries from different ministries, Member of the State Policy and Planning Commission (Karnali province), Secretary of the Chief Minister's Office (Province 2) and civil society organisations.
- Two pilot municipalities (Helambu Rural Municipality and Kalaiya Sub Metropolitan City) were selected during a virtual stakeholders meeting in November 2020 to pilot and document improved SP coverage through the involvement of civil society at local level.
- A virtual stakeholders meeting took place in November 2020 as part of the National Social Security Week in Nepal. Stakeholders were asked through a survey to help select two localities (Helambu Rural Municipality and Kalaiya Sub-Metropolitan City) to Three Steering Committee meetings also gathered eight representatives, two per SPF areas, as well as Oxfam for shock responsive social protection, ensuring the more strategic choices for this project. At the level of these municipalities, local authorities approved and endorsed the project and awareness raising took place during the national social security week end of November, gathering officials and CSOs. These public events also led to visibility and awareness raising in social and traditional media.
- ITUC-NAC and the trade unions campaigned in all 7 provinces to raise awareness and provided **basic training** to over 420 workers in order to enrol more workers in the contributory Social security Fund, specifically targeting private and boarding schools union members.
- The basic training for CSOs could not take place as scheduled but Social Protection Civil Society Network did conduct virtual sessions on social protection issues, including ILO, UNICEF and other stakeholders as part of a complementary project with Save the Children.
- The GCSPF, represented by WSM, has informed, motivated and organised CSOs and Trade Unions in the Nepal Network on the Social Protection Rights, which has gathered two stakeholders' meetings and several Steering Group meetings, willing to contribute to this project. It will however remain a challenge to have a "unified" or at least coherent civil society front or common positions, as there are many differences of ideology and approach between the

different CSOs, as well as with the Trade Unions. Two national stakeholders' meetings held on 18 and 26 November 2019 at Kathmandu have formed a steering group on social protection comprised of 8 members representing four thematic clusters (active population, Health, Child benefits, elderly and pensions) and later, one member was delegated from Oxfam regarding Shock Responsive Social Protection. The purpose of forming this group was to share progress of project implementation with key priorities, challenges and opportunities. Furthermore, this group represents the voice of stakeholders who are engaged in social protection issues in order to prepare a common position of CSOs, share actions and strengthen capacities in clarifying social protection concerns.

- To mark the National Social Protection Week beginning of November 2020, the project drew the attention of the government and other stakeholders to promote issues of social protection floors. **CSO Declaration on Social Protection:** A virtual national stakeholder meeting was organized on 25 November 2020 to mark the National Social Protection Day. A total of 32 stakeholders representing various civil society organizations attended the programme. Vice-President of trade union GEFONT presented the inclusion of the informal sector in contributory social security in the revised working procedures. Country Head of OXFAM highlighted the shock-responsive social protection in light of COVID-19. A draft 24-points statement on social protection was proclaimed, appealing to the Government of Nepal, entrepreneurs and employers, Labour Organization and Trade Unions, and civil society organizations to address the existing issues of employees.
- The project submitted 10 appeal letters to the federal ministries and relevant departments (Ministry of Women, Children and Senior Citizen (MoWCSC), Ministry of Federal Affairs and General Administration (MoFAGA), Ministry of Finance (MoF), Ministry of Labour, Employment and Social Security (MoLESS), Ministry of Home Affairs (MoHA), National Planning Commission (NPC), National Human Rights Commission (NHRC), National Child Rights Council (NCRC), National Women Commission (NWC) concerning the child protection, domestic violence, rape, caste-based discrimination, and social protection issues during the lockdown.
- ITUC-NAC submitted suggestions in the working procedure on the contribution-based social protection Act, 2017. Similarly, the government is in the process of amending the social security scheme operation procedure including Informal workers, self-employment, and foreign migrant workers.

On-going activities that are expected completion in 2021 that aim to improve social protection policies, financing strategies, accountability mechanisms to improve and increase expansion of social protection coverage, include:

- Analytical research studies to inform policy making, especially at the local government level on improved business processes and service delivery of Social Security Allowance (SSA) and accountability mechanism of SSA. Additionally, various social budget briefs have been produced and are in the publication for wider dissemination to strengthen advocacy through the lens of public finance for children.
- To strengthen delivery of contribution-based social security and improve coverage, the Project has Started implementation of activities to improve governance, management, and administration of the Social Security Fund (SSF) through two parallel works. The first include work on systems review that aims to foster the improvement and effective implementation of the SSF's ICT environment that is aligned with the business process, governance, and management. The second include capacity needs assessment and a capacity development plan that will attempt to identify the multiple dimensions of capacity, and the competencies required to effectively implement a contribution-based social security system under the SSF in Nepal.
- The Project is also engaged in supporting the actuarial valuation of the universal Health Insurance Scheme in collaboration with GIZ, which directly contributes to expanding social protection coverage to poor households.

(i) Improved gender equality in social protection coverage

In line with the overall goal of the project to support increased access to social protection through gender inclusive policies, the planned work to strengthen communication and outreach of the

contribution-based social security for workers will aim to ensure improved gender equality in social protection coverage. Likewise, the analytical and research works, including social budget briefs include gender and child-friendly lens for strengthening advocacy towards inclusive social protection. After the government's guidelines to exempt disability category B and single women from social security allowance (widows under 60 years old), the project intensified its advocacy for resuming the SSAs for the said categories who represent vulnerable groups and are reliant on these grants for fulfilling their food, education, health and nutrition needs. Likewise, SPCSN submitted a demand letter in coordination with 50 national NGOs to reinstate the support. There were at least six series of meetings with representatives of MoHA, Honorable Minister of MoWCSC, and Director-General of DoNIDCR. On 6 July, the Honourable President's office released a notice by requesting to renew the identity cards of recipients, continue the cash transfers and amend the Social Security Act, 2018. On 31 July 2020, MoHA circulated a notice to the DoNIDCR to continue the SSA for the group of people with disability category B and single women.

Technical assistance to the provincial government is also ongoing, especially on the province-led gender-focused social protection initiatives such as Beti Bachaw Beti Padao Programme (BBBP) with an aim to contribute to reducing gender inequality through social protection. The technical assistance focused on registration of girl child and because of our intervention, the coverage increased from 6,000 to 27,000.

(ii) Improved disability-inclusiveness of the social protection system

In addition to the advocacy efforts to resume the SSA benefits for persons with disability category B, the ongoing review of SSAs including accountability mechanism especially of child grant and disability allowance will support improving registration and disability screening and enhanced grievance redressal mechanism, among others, and contribute to addressing exclusion error. In line with project's activities to generate evidence and contribute to policy reforms, social budget briefs have been developed and are in the process of publishing for wider dissemination. The budget briefs are grounded in UNICEF's global public finance for children (PF4C) framework and expected to lead outcomes that give children, including children living with functional limitations, an equitable chance in life. For example, in the Education Budget Brief, a special section is dedicated to cover education provisions for children living with disabilities. The brief provides evidences and tools to the government for evidence-informed policymaking with an aim of improving sector budgetary allocations for children with functional limitations.

(iii) Improved shock-responsiveness of the social protection system

A National e-Conference on 'Assessing Impact and Opportunities for Child and Family-Friendly COVID-19 Response' was organised jointly with NPC which was attended by Honorable Members of the NPC and Parliamentarians, global and national experts, joint -secretaries and under-secretaries from different ministries, provincial commission and civil society organisations. The Conference was aimed to take a stock of SP responses as well as provide a platform for knowledge-sharing, learning and collaboration on leveraging the pandemic to build a stronger, more resilient SP system. The conference has provided further impetus to the expansion of the child grant program in 11 additional districts. Despite the COVID-19 induced stress and resource constraints, the government has approved CG expansion in the Cabinet perhaps recognising CG as one of the tools to mitigate some of the impact of COVID-19, especially for the vulnerable population. The project contributed through various advocacy efforts such as the national e-conference organised jointly and attended by the key policymakers.

Similarly, SPCSN in coordination with DPNep-Nepal jointly organized a virtual webinar on 23 December 2020 on "*Exploring the Potentialities of Shock Responsive Social Protection in Nepal*" which was attended by people from government, non-government sectors and bilateral agencies in promoting shock-responsiveness in social protection.

(iv) Improved social protection coverage for informal economy workers

Exploring innovative financing options including measures and mechanisms for capturing the contributory capacity of informal economy workers is one of the planned activities under the project. Conceptualization around possible approaches to the study is planned as part of the core work for

2021. Formulation of activities on the assessment of informal economy workers will be based on work already cemented by the ILO Nepal Country on informal sector and informal employment.

As mentioned earlier in this report, Trade Unions are advocating for the government and policymakers to amend obstacle provisions in social security and labour law. Government has expressed a willingness to amend the social security scheme working procedures to include in the contribution-based social security those working in informal sectors, self-employed and foreign migrant workers. Informal workers are one of the main objectives related to awareness, training, and advocacy activities of the GCSPF partners in this project.

A7.5.2. Evaluations, reviews and monitoring

Information on progress and challenges used in the report have been collected through close collaboration with the counterpart as well as mobilisation of field-level staff. For GCSPF, a monitoring visit was conducted from the focal point of SPCSN at Helambu, Sindhupalchowk on 25 December 2020. The purpose of the visit was to analyze the situation of social protection and monitor the procedure obtained during the civil society group formation. The main idea to form a group was ensured through Focused Group Discussion and Key Informant Interviews. 20 questionnaires developed and distributed to the group so that they put their ideas/knowledge of social protection. It is also an objective to strengthen Local Government capacity and to build awareness, identify beneficiaries, organize public audits on social protection through citizens' participation in monitoring, access to social protection, and facilitating eligible individuals or Households.

A7.5.3. Main challenges, risks and corrective action

Unexpected change in external environment

The COVID-19 crisis will result in resource constraints. It is expected that the GDP will be reduced by 5 percentage points and will be about 2 per cent in 2020. Fiscal space for investing additional resources in social protection might be challenged. The expansion of the child grant is on hold because of the COVID-19. During a meeting with the Finance Secretary on strengthening collaboration on public finance for children, sectoral budget analysis, capacity development of local governance on PFM planning and budgeting as well as citizen engagement in budget process, the Secretary reassured that child grant expansion is a government's commitment, therefore, the ministry would implement the planned expansion by pulling resources together and also appealed for the development partners to join hand on this initiation.

Since the passing of the Contribution-based Social Security Act, 2017, enrolment by formal sector employers with the Social Security Fund (SSF) and subsequent contribution of 20 per cent was gradually increasing upon announcement of mandatory enrolment. However, it is anticipated that COVID-19 will have negative impact on expected compliance of the Act by employers as a consequence of several sectors, especially tourism, being hard hit by the pandemic. Similarly, many workers are expected to lose jobs affecting their participation in the social security schemes negatively. This situation is likely to be a challenge to the achievement of the project objective in terms of expanding contribution-based social protection benefit to workers. The technical support for improving communications and outreach activities of the SSF is expected to contribute in mitigating and countering the impacts of COVID-19 in registration and coverage rates.

The change in political climate with the dissolution of the Parliament has increased some risk in implementing policy and advocacy works. Some capacity development activities may also be affected due to the current political instability and upcoming elections.

HR difficulties (recruitment, contracts)

For ILO, recruitment of the full project team faced some delays due to restrictions, in particular concerning international staff recruitment, during the first wave of the COVID-19.

A7.5.4. Opportunities and corresponding strategy adjustments

The COVID-19 pandemic has further reinforced the importance of shock responsive social protection. Despite resource constraints, the Government has agreed to expand the child grant so that the social registry will be comprehensive and contributes to expand the social protection in case of shock or disasters.

There is increasing recognition from policy makers and planners on the importance of a strong social protection system to address crises like the COVID-19 pandemic. With no such system in place currently, the Government has faced significant challenges in reaching informal sector workers during the crisis. This realisation at different levels of the Government is expected to enhance their commitment on building social protection systems. Timely response to request for technical support towards strengthening the system and technical capacities will be prioritised to capitalise this opportunity. There is also an increased realisation of vulnerability of workers during crisis due to lack of social protection coverage, especially among workers in the informal economy. This provides the right momentum for workers organisations to advocate expansion of social protection coverage to workers and to address the financing gaps. Workers' organisations will be provided with information and tools for evidenced – based advocacy towards increased financing, system building and extension of social protection coverage to workers.

Complementing policies around expanding coverage of social protection, there is also a growing need to understand the fiscal space envelope for increased expenditure based on rigorous fiscal space analysis. The budget briefs aimed to provide policymakers with evidence, rationale and solutions for creating fiscal space for making the existing social protection mechanism more resilient and efficient, especially in the light of the COVID-19. Through various meetings and consultations, groundwork for launching the project has been prepared. Provincial launch of the project is being planned on 28 January 2021 in Province 2 and Karnali Province.

Therefore, the project will continue the strategic discussion with project partners and the Government counterparts on the project results and priorities and propose required adjustments or changes in coming months.

A7.5.5. Contribution of the Project to the COVID-19 response

UN agencies are supporting the government to access and monitor the impact of COVID-19 and to develop a national response plan. In line with that, UNICEF has been conducting a monthly telephone survey among 7,000 households since May 2020 to monitor social and economic impact, particularly among the children and most vulnerable groups which will be used to achieve the project outcomes. The findings of the survey, which revealed significant income loss in the families due to extended lockdown, especially in the bottom wealth quintile, changes in dietary habits of children where children were consuming less food, increasing mental stress and anxiety among children and increase in access to online education, have been shared with the National Planning Commission, Ministry of Finance, Provincial governments and municipalities, and are expected to feed the COVID-19 response planning and programming. In addition, UNICEF country office has also come up with an advocacy paper on "COVID and Beyond" that recommends the Government to take COVID-19 as an opportunity to expand social protection including expansion of the child grant, universalization of social health insurance and social protection response to most vulnerable populations affected by the lockdown and income loss. This paper will support the project team's advocacy toward increased sustainable financing for social protection during the COVID-19 crisis management and recovery. Additionally, the project has initiated a study with Development Pathways on "Social Protection Responses to COVID-19 for Policy Influencing in Nepal" which provides strategic recommendations on shock responsive social protection in short and longer term using rigorous econometric modelling and simulations.

The project has also been working on finalizing a policy brief to facilitate Government's decision on social protection responses to COVID-19 in Nepal: 1. Emergency response; 2. Strengthening social security system; 3. Protecting informal workers. Discussions will be organised with MOLESS, Workers' and Employers' Organisations for necessary COVID response technical support around these issues once the policy brief is finalised.

The project also provided technical support to the Provincial Government in province 2 to plan a social protection response. Examples of proposed responses include:

- Developing a M&E framework and a MIS on the *Beti Bachao Beto Pado* (BBBP) programme;
- Human resource support to implement the BBBP programme; and
- Promote shock responsive social protection in selected disaster prone Palikas.

UNICEF and ILO both are part of the Social Protection Task Team (SPTT) group, which includes EU, FCDO, World Bank, GIZ, UN Women, WFP, UNDP, Oxfam, among other development partners, and has been actively engaged in inter-agency coordination, liaison and lobbying with the government, knowledge sharing and coordinated social protection response to COVID-19.

A7.5.6. Specific interventions related to public finance management

The project is currently working in collaboration with GIZ and the Health Insurance Board in undertaking an actuarial analysis of the health insurance scheme, financed by the GIZ. While similar activity was planned with the SSF, detailed discussions with the team pointed to issues around insufficient data to conduct an actuarial analysis at the moment, with a request for postponement of the activity for the future. Alternative activities are currently being discussed between the project and the counterpart.

Furthermore, efforts are being made in establishing strategic partnership with the World Bank to coordinate work around public finance management related activities in the new calendar year. A joint meeting with World Bank and Department of National ID and Civil Registration is being planned to align activities and complement each other's works.

A joint meeting with the Chairperson at National Natural Resources and Fiscal Commission (NNFRC) was organised to discuss potential collaboration on public finance management. Next step is being planned for the technical team from NNFRC and the project to meet again and work together on drafting key areas of focus for strengthening SP and its linkages with PFM.

Social budget briefs have been developed through consultations and feedback from SP leading agencies and partners. The study on 'Social Protection Response to COVID-19 for Policy Influencing' in Nepal with the support of Development Pathways who have taken similar analytical research assignment in Sri Lanka for policy influencing is expected to provide evidence and recommendations on costing and financing options for social protection, particularly in the changed socio-economic context of COVID-19.

A7.5.7. Complementarity with the EU Delegation's interventions and on-going and future Budget Support Programmes

This project has very close linkage with the EU Delegation's direct budget support on Multi-Sectoral Nutrition Plan (MSNP) for which UNICEF is the technical agency supporting the GoN to implement the MSNP-II (2018–2022). In developing the budget support programme document, National Planning Commission, who leads MSNP implementation coordination and has responsibility for overall oversight of the nutrition agenda in Nepal, requested UNICEF to provide technical assistance to identify budget support priority areas. UNICEF was able to influence the inclusion of the child cash grants programme as a priority. As one of five key MSNP budget support priorities, the number of local levels implementing the child cash grant is monitored annually and progress shared during annual MSNP review. In addition to monitoring the expansion of the child cash grant, the Nutrition and Food Security Secretariat facilitates coordination between Ministry of Home Affairs and Ministry of Health and Population to strengthen the links and complementarity of the child cash grant and nutrition awareness programmes at community level. Empowering caregivers with knowledge of how to prioritize use of the cash grant for improved nutrition is embedded in the community based nutrition package, which is delivered by Female Community Health Workers. Both project coordinates not only at the federal level but also at the community level. The child grant – a social protection measure targeting children under the age of five years is well coordinated with the MSNP as both programme aim to achieve nutritional outcomes.

In particular, in the MSNP Community level guidelines and orientation packages, child grant and SP components have been included. Likewise, programs on Early Childhood Development includes parenting packages with child grant (cash plus approach); and efforts such as radio program is ongoing to strengthen the linkages between SP and other sectors such as health, education and nutrition. Likewise, UNICEF nutrition experts also provided technical support to the government to implement the EU budget support in MSNP.

Synergies with other strategic social protection interventions

The project is providing complementary activities to the UK-FCDO financed Skills for Employment Programme (SEP) implemented by the ILO. The SEP ILO Nepal has undertaken capacity development efforts with the SSF in the past that the project has used as the basis for planning new activities. Furthermore, project activities are being planned and implemented in coordination with SEP ILO implementing team. Coordination has also been established with strategic partners such as GIZ to meet the technical assistance requirement of social security institutions. Technical assistance financed by the GIZ to the Health Insurance Board to conduct actuarial valuation of national health insurance scheme has begun. This is the only social protection scheme that covers informal sector workers at the moment. GIZ has agreed to work on a joint capacity building programme for SSF officials and to work jointly on strengthening the IT system of SSF. Similarly, the project is working closely with the World Bank and FCDO on supporting the National Planning Commission on drafting and implementing the National SP Framework. Likewise, the project is closely aligned with UNICEF-FCDO engagement with provincial and local governments on building capacity to improve social protection policies, coordination mechanism, implementation and M&E systems to increase coverage to the excluded, including people living with disabilities. Through regular meetings between UNICEF, World Bank and FCDO, complimentary is sought between different activities undertaken by various agencies for buttressing efforts towards strengthening the Social Protection system in Nepal.

A7.5.8. Strategic partnerships with other development partners

As mentioned above, coordination has been established with strategic partners such as GIZ to meet the technical assistance requirement of social security institutions. Technical assistance financed by the GIZ to the Health Insurance Board to conduct actuarial valuation of national health insurance scheme has begun. This is the only social protection scheme that covers informal sector workers. GIZ has agreed to work on a joint capacity building programme for SSF officials and to work jointly on strengthening the IT system of SSF.

UNICEF is contributing as a strategic partner in the EU-supported forecast-based financing and shock-responsive SP project which is being implemented by Danish Red Cross.

Technical support was provided to the virtual training and capacity building activities organized by Save the Children and Social Protection Civil Society Network (SPCSN).

Furthermore, efforts are being made in establishing strategic partnership with the World Bank to coordinate work around public finance management related activities in the new calendar year. A collaboration is also ongoing with Save the Children for training of CSOs and working with local authorities to ensure better coverage at ward level, especially for people with disabilities.

A7.5.9. Budget implications

The project has agreed to share the MIS expert's time with the GIZ financed project and this has freed resources for additional work. The project team is in discussion on innovative approaches to implement additional activities in line with the overall objective and goals of the project.

A7.5.10. Lessons learned – highlights

Context and implementing environment

The COVID-19 pandemic has resulted in challenges including delayed implementation of activities and difficulty in coordination due to inability to meet partners in-person. However, the crisis has led to

adopting new methods in virtual communication and consultations that will likely continue beyond the current crisis for reasons related to time and resource effectiveness.

A7.5.11. Visibility & Communication

The details on the project have been included on the website (<https://socialprotection-pfm.org/partner-countries/nepal/>). UNICEF Nepal, ILO, WSM, HelpAge and Oxfam were actively involved in the **Global Launch** of the programme on 1 December 2020. It was a successful event, with a large participation (over 240 participants, including many GCSPF colleagues). Honourable Member of the NPC also participated in the Global Launch where he spoke about setting up a coherent and comprehensive social protection system and strengthening financing strategies to implement the national social protection framework. Furthermore, he provided his comments on the programme through a video interview which was released as part of the global programme launch. Moreover, various research products reflect donor support through logo and acknowledgement. Likewise, a joint virtual launch of the project at Provincial level is scheduled for February 2021, focusing on the two provinces where some of the project activities will be taking place.

SP&PFM civil society partners have ensured visibility and credit to WSM, GCSPF, ILO and UNICEF, by including the SP&PFM logo and/or the mention: "Supported by" and the logo in posters, banners, or other promotional material. A total of 8 infographic posters, 3 Radio Jingles, 2 issue-based radio programs, 3 of the events covered in banners, and 10 online newspapers articles covered the program. WSM will ensure systematic inclusion of the EU logo in the future and not only the project's SP&PFM logo.

► Annex A7.A1. Project risk register

Ref.	Risk statement. The event we do not want to see and its potential impact on objectives	Comment. Explain how the risk might arise and the importance of the impact	Measures currently in place to address this risk	Impact	Likelihood	Total	Change ¹	Risk Owner ²	Additional risk response for the attention of the implementation team and the Steering Group
1.	The current political climate exacerbates leading to delays in SP policy strengthening as well as impacting the capacity of governments in all tiers to deliver results	Due to current political climate with the dissolution of the parliament, policy and advocacy works may incur some delays	Regular monitoring of the situation and engagement with the government	Medium	High		↑	Project Stakeholders	
2.	With the second wave of COVID-19 impacting countries worldwide, similar extended lockdown/s can be expected in Nepal	In person capacity development activities, community mobilisation for registration in Child grant, disability allowance and other SSA is delayed	Continue virtual modality to implement project activities	Medium	Medium		↔	Project Stakeholders	
<p>¹ The Change column is used during implementation and summarizes the change since the last time the risk register was presented. Three symbols are used:</p> <p>↑ Increase in the total level of risk</p> <p>↔ No change in the total level of risk</p> <p>↓ Decrease in the total level of risk</p> <p>² The Risk Owner column is used during implementation and records the name of the person with day-to-day responsibility for monitoring the risk and coordinating the response.</p>									

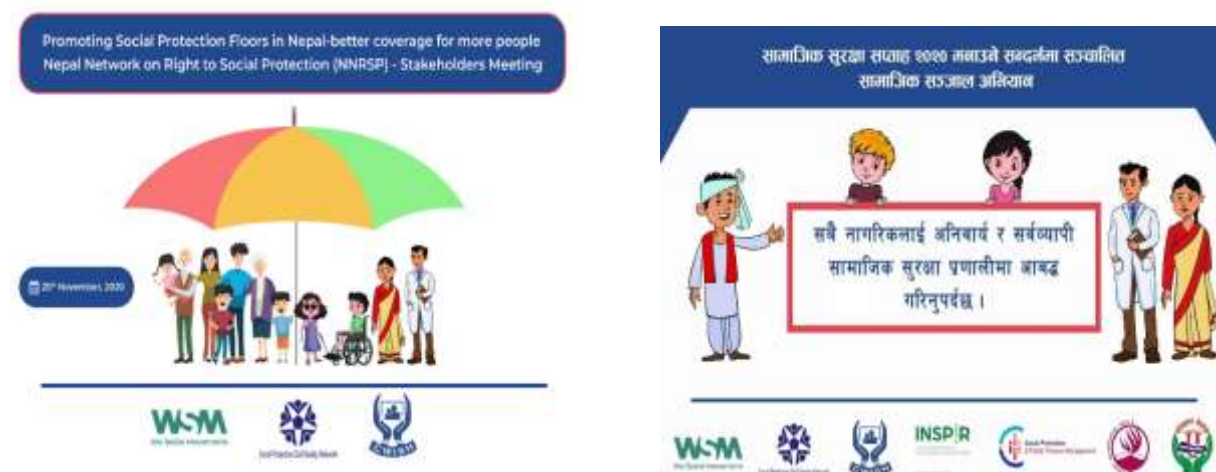
► Annex A7.A2. Outputs of the project

List of outputs, technical reports and studies produced by the project. All outputs listed here will be attached to the progress report.

Title of the output	Link to the activity of the logical framework	Status (not yet started/on-track/completed/endorsed by national stakeholders)
Draft National Integrated SP Framework	Outcome 1	Completed
Submitted 10 appeal letters to the Government to expand the child grant, orphaned children, continuation of disability and single women grant	Position Paper	Completed
Submitted 1 CSO declaration of social protection	Position Paper	Completed
3 Radio PSA and 8 Infographics/Poster	Awareness Raising	Completed

► Annex A7.A3. Communication and visibility

(i) Some illustrations from the GCSPP project





Social Media Campaign – Posters on social protection: SPCSN launched a Facebook campaign (5,813 likes and 5,312 active followers, with regular news updates). During the social protection week, 7 posters were designed and published to raise the campaign on social protection floors.

Radio Public Service Announcement (PSA): SPCSN/CWISH announced a radio jingle to protect the marginalized community, vulnerable people, children and senior citizens during and after the COVID-19. It was broadcasted through the community radio – Sagarmatha twice a day for a week in the prime time: 3,450 people were reached

via online radio, and +/- 15,000 via the traditional radio.

- **Local Level Events – Social Protection Week 202: in both of the selected two Municipalities**
 - Helambu Rural Municipality, a candle light vigil was conducted on 26 November 2020 which was chaired by Nima Gyaljen Sherpa, Mayor, Helambu Rural Municipality and whereby municipality officials, local elected representatives, media personnel and community people attended at Kalaiya Sub-Metropolitan City.
- **Audience from radio program at Helambu Rural Municipality:** direct interaction and **discussion** on social protection with CSO representative, service provider (Megha Bank Representative): 67 beneficiaries (40% women). Indirect beneficiaries: 17,671 (51% women).
- **Kalaiya Sub-Metropolitan City, Bara:** candle light vigil gathered participants (Male-14 Female-16) Dalit-10, Janajati-5, Muslim-5, Others-20.
- **Radio Interaction Program on Social Protection:** 14 people reached (Male-10, Female-4) Dalit-2, Janajati-2, Muslim-1 & others-9.
- **Radio Jingle on Social Protection:** 2,100 people reached (Male-1,100, Female-1,000) Dalit-500, Janajati-500, Muslim-500 & Others-600.
- **Media coverage (Newspaper) on Social Protection:** 2,100 people reached (Male-1,100, Female-1,000) Dalit-500, Janajati-500, Muslim-500 & Others-600.

(ii) Use of donor logo in the analytical research and briefs

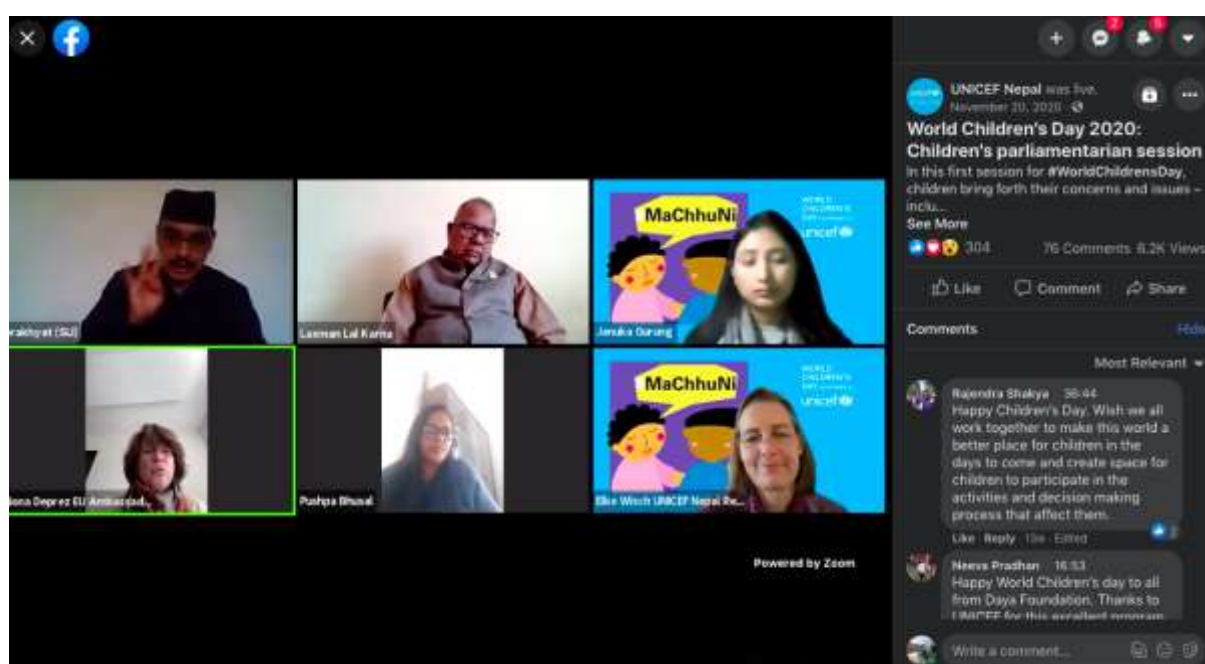
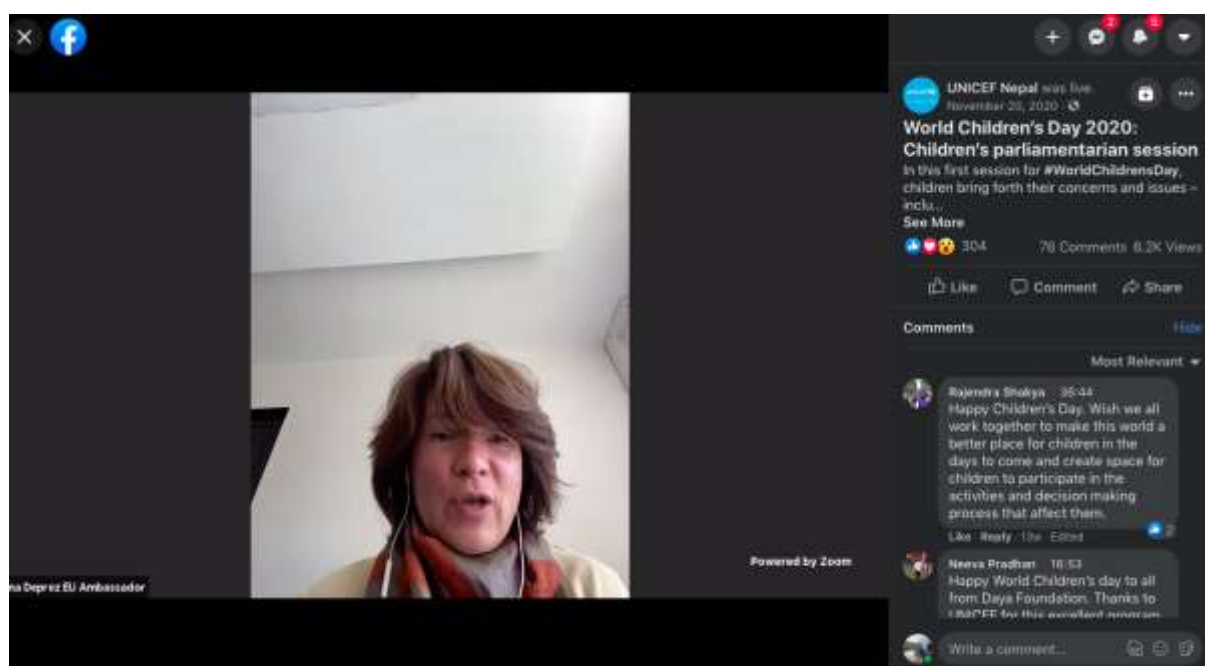


(iii) Use of donor participation in virtual conferences/workshops



(iv) Pictures

H.E. Nona Deprez, EU Ambassador to Nepal along with parliamentarians participates in the Children's Parliamentary Session on the occasion of World Children Day



(v) Project Activities

Figure 1. Candle lighting program at Kalaiya, Bara to mark social protection day



Figure 2. Meeting with Rural Municipality representatives at Helambu



Figure 3. Newspaper coverage to mark Social Protection Day



Figure 4. SPCSN chair handover the CSO position paper to the member of National Planning Commission



Figures 5 and 6. Campaign on Social Protection



► Annex A7.A4. Summary of the CSO'S Declaration

- (i) The simultaneous lockdown to prevent the spread of COVID-19 is suggested to include short-term relief packages for workers (workers, contractual workers, and unorganized), children living with poverty, helpless single women, old-age population, etc.*
- (ii) Since a couple of years, the Government has been providing social protection allowances (cash transfer) to the lactating mothers if they give a birth to children in the government hospitals however, the recent guidelines of contribution-based social protection has stated the contribution requirement to access the fund. CSOs urge to drop the contribution requirement as it will prohibit poor populations to access the allowance.*
- (iii) There are many provisions for workers in the formal sector. A large portion of informal workers (estimated 84 per cent) occupying space are out of social security programs yet to be included in the system.*
- (iv) The country lockdown doesn't imply termination of employment. Many workers are abandoned to continue their jobs and furthermore, suicidal cases (3,000+) are increasing more than the 1,899 COVID deaths. CSOs propose to strictly regulate social distancing, disinfect workplace and provide adequate health services for workers.*
- (v) Workers in the informal labour should be organized by providing labor rights and trade union education and facilitated for enrolment in social security schemes. At the same time, the workers in crisis should be facilitated to access the services and facilities available from the Government.*
- (vi) Through the contribution based social security scheme, all workers in the formal and informal sectors should be freed from the risks of social and economic hardship and play a supportive role in the social security campaign to build a dignified life and secure future.*

► Annex A7.A5. Summary from the National e-Conference on assessing impact and opportunities for child and family-friendly response to COVID-19

On 10 December 2020, The National Planning Commission and UNICEF organized a national e-conference on Assessing Impact and Opportunities for Child and Family Friendly COVID-19 response in Nepal. The e-conference was attended by various ministries, Member of the Parliament, Development Partners and Civil Society Organizations. The conference was divided into two key sessions—assessing impact and assessing response of the crisis. Within the session on assessing response of COVID-19, there were five key thematic discussion: Child Protection, Education, Health and Nutrition, Social Protection and Sub-National Response. Each session was chaired by a distinguished government representative with global and national experts presenting on global patterns and national responses, followed by reflections from discussants.

The key summary of the e-Conference is as follows:

1. A multi-sectoral forum to stock take COVID-19 impact and response is important as the sectoral responses are inter-connected and these connections needs to be further amplified.
2. COVID-19 has resulted in social and political cost and just not an economic cost. There is a visible need for ramping up social protection to promote faster recovery.
3. **Child protection:** Impact of COVID-19 on protection issues is visible in deterioration of psychosocial health and violence. The government responded through helplines, institutional support, etc. And, more can be done through messaging, communication and strengthening of capacity at the local level in case management. The role of strengthening of social worker cadre to ensure protection, case referral and management and promote overall social development cannot be overemphasized.
4. **Education:** COVID-19 has resulted in a learning crisis and GoN has responded with a string of important measures. Especially noteworthy is the reprioritization of the education budget to send more funds to the local government. There is continued challenge of digital inclusion for all especially for those from the poor vulnerable families and children with disability. The critical role of the local government is well appreciated in ensuring safe re-opening of schools as well as ensuring the education inequity is not deepened. The call for increasing investments in education is clear and important one.
5. **Health:** There has been commendable response from the health sector, including commitment to regular health programmes like immunization. An emphasis on strengthening the capacity and the resourcing of the community health workers is also noteworthy. The contact tracing outside remains a huge challenge which has been acknowledged and next steps will be planned based on the lessons learnt.
6. **Social Protection:** Social protection is a lever for multi-sectoral response. The need for jobs, livelihoods and meeting the basic needs is tremendous. The session made a clear case of strengthening social protection response though measures such as cash transfers and cash for work to meet the human rights challenge of the poorest and the vulnerable such as those who are not in formal sector. It was evident that the scaling up and universalization of child grants will help protect human capital as well as speed up recovery.
7. **Sub-national response:** The session emphasized the importance of federalization. Strengthening leadership in planning and management, along with the engagement of the private sector was also highlighted.

APPENDIX 8. PARAGUAY



Photo: courtesy of the Technical Unit of the Social Cabinet.

► A8.1. Executive summary

October 2019 marked the beginning of the inception phase of this project where ILO and UNICEF – in close collaboration with the Paraguayan government and the European Union Delegation in Asunción – developed the SP&PFM project proposal. Through active consultation with key stakeholders including ILO's social partners, the identification of potential technical contributions by ILO and UNICEF and the benefits of close coordination between the Ministry of Finance and the Technical Unit of the Social Cabinet, targets, activities, outputs and the main outcome were approved. In the context of Paraguay's development of a social protection system (Social Protection System Vamos!) and a results-based budget (RBB), the SP&PFM project aims to advance the implementation and sustainability of the Social Protection System Vamos! and Results Based Budget by generating inputs to mobilize resources for social protection, supporting the initial implementation of the Social Protection System Vamos! on the ground, generating capacity among public servants for buy-in to the Social Protection System Vamos! and Results Based Budget and supporting the Social Protection System Vamos!'s communication and outreach to the population.

COVID-19 pandemic hit the region in March 2020, coinciding with the scheduled start of implementation. The situation required adjustments to the time frame initially agreed in the work plan. After careful review and consideration with the Paraguayan Government and the European Union Delegation, it was jointly recognized that the constructed log frame remained highly relevant and that the SP&PFM project needed only minor modifications to the activities and outcomes proposed.

The formation of the Technical Coordination Committee (TCC) – with participation from ILO, UNICEF, the European Union Delegation and the Paraguayan government – allowed close and frequent interaction, communication, information sharing, timely decisions, implementation of corrective measures by the main institutions involved in the implementation process. The Technical Coordination Committee ensures that the SP&PFM project's activities are aligned and complement the Paraguayan Government's efforts to implement and develop the Social Protection System Vamos! and Results Based Budget and the European Union Delegation's social protection activities in Paraguay.

2020 marked the preparation of the bulk of the project's activities to be delivered in 2021. Terms of references were jointly developed, ensuring needs and expectations are accurately reflected and activities are aligned with those of the Paraguayan Government and the European Union Delegation. For the achievement of Output 1, we commissioned studies on the diagnostic of the Social Protection System's budget efficiency and fiscal space to finance its expansion, the political economy of social protection in Paraguay to identify the actors and processes that determine the definition and financing of social protection in the country, and the effects of investing on social protection on economic and social outcomes. These studies will provide robust evidence to guide the social protection debate in Paraguay.

Similarly, to achieve Output 2, we commissioned the development of a digital application for mobile devices to establish a roadmap of services directed to children aged 0 to 4. In addition, we selected the consultants who will accompany the coordination and management of activities in the territories that will begin implementation of the SPS. These activities support the implementation of the SPS following the Paraguayan Government's priority to initiate the SPS gradually, by focussing first on specific territories and programmes.

Output 3 seeks to generate capacity among government officials involved in the development and implementation of the Social Protection System Vamos! and Results Based Budget. Five public service professionals participated in ITC-ILO's "Public Finance for Social Protection Analysts" online training. As the English-language requirement of the course proved an obstacle for many potential participants, the SP&PFM project will also support the translation of this online course into Spanish and its adaptation to include documents and tutors and incorporate the Latin American context expecting a wider reach not only of Paraguayan participants but also from other Spanish speaking countries in 2021. Additionally, the search and selection of a distinguished international educational institution to develop and implement a programme on design and management of social protection

programs within the framework of a results based budget was finalized for the first version of the programme to be implemented in the second semester of 2021.

Output 4 activities to assist in the development of the Communication Strategy for the Social Protection System Vamos! started in 2019. The Terms of Reference for this document was jointly drafted by the Communications Teams of the project, with representatives from the European Union Delegation, ILO and UNICEF.

Finally, the General Director of Budget of the Ministry of Finance of Paraguay delivered some keynote remarks during the high-level panel of the Global Launch of the SP&PFM Programme, and shared the experience about the country's vision on being part of the SP&PFM programme with the global audience. Other activities related to the projects' communications and visibility strategy are discussed within the Technical Coordination Committee and, given the timing of the European Union budget support for Paraguay, they have been downplayed temporarily in 2020 to better align to the Paraguayan Government and the European Union Delegation's social protection activities.

► A8.2. Budget/Planning information

Project budget in EUR:	1,853,135	
Project duration in months:	44	
	Planned	Actual
Project start date (including inception phase):	October 2019	October 2019
Project end date:	May 2023	May 2023

► A8.3. Summary outputs

A8.3.1. Output delivery⁴⁷

Output	Output status	Output summary
Outcome: Improving the social protection system for Ethiopia through a sustainable financing strategy		
1.1. Opportunities for fiscal space and increase in Public Finance efficacy and efficiency of the Social Protection System Vamos! are identified.	On schedule	A diagnostic of the Social Protection System Vamos!'s budget efficiency and fiscal space to finance its expansion started in November 2020 in close interaction with the Technical Unit of the Social Cabinet and local and international experts. The study is expected to be shared with other institutions and social partners during the process and also include a review of the performance of the Social Protection System Vamos! in terms of coverage, adequacy of benefits and expenditures. Additionally, in order to provide scientific evidence on the political landscape of social protection and the economic and social returns in social protection, studies on the political economy of social protection in Paraguay was launched in November 2020 and of the multiplier effect of social protection and returns on investment was launched in September 2020. These studies will also be carried out in close collaboration with the Technical Unit of the Social Cabinet and the Ministry of Finance.

⁴⁷ Based on the Implementation Plan.

Output	Output status	Output summary
1.2. First phase of the Social Protection System Vamos! in selected territories implemented.	Delay: behind schedule	The first phase of Social Protection System Vamos! implementation was delayed due to COVID-19 related measures taken by the government. Notwithstanding, work was carried out in selected territories, such as the identification of the services offered, their situation and the improvement plans required. Working teams have also been formed with government institutions and local authorities, known as "Mesa de Protección Social" (Social Protection Local Committees), where the coordination and validation of the actions take place. At this point, consultants to be hired will facilitate the articulation and implementation of the Social Protection System in the selected territories.
1.3. Strengthened capacity of public service professionals and civil society organizations to monitor and evaluate social protection programmes in the context of a results-based budget.	On schedule	<ul style="list-style-type: none"> Five public service professionals from the Ministry of Finance and the Technical Unit of the Social Cabinet participated in the International Training Centre of the ILO e-course on "Public Finance for Social Protection Analysts" (from 5 October to 16 November 2020), advancing skills development for public service professionals and civil society members on public financing for social protection. Owing to the language barrier imposed on Paraguayan officials and COVID-19-related travel restrictions, we have begun work to adapt the course with International Training Centre of the ILO to deliver the course in Spanish in 2021 and 2022. Additionally, the University of Chile -an international institution with experience in designing programs for public service professionals and civil society members on life-cycle approach social protection systems and results-based budgeting- has been selected following a call-for-interest that reached over 20 institutions. The University of Chile will work along a Paraguayan educational institution to deliver a training programme on the Design and Management of Social Protection programmes within the framework of the Social Protection System Vamos! and the Results Based Budget for public servants in 2021 and 2022.
1.4. Knowledge, ownership and demand of Social Protection System Vamos! within public institutions, service providers and beneficiaries increased.	Delay: behind schedule	A communications committee was formed involving UNICEF, ILO, European Union Delegation and the Paraguayan government, who, together with the technical coordination committee, drafted the terms of reference for hiring specialized communication professionals. In the last quarter of the year, the process has been finalized and the work has started. A specialized company will design the communication strategy of the Social Protection System Vamos! and a communication consultant will work closely with the Technical Unit of the Social Cabinet for the implementation of the strategy. Both consultants will work together to make the Social Protection System known to audiences linked -directly and indirectly- to key implementing institutions, socializing information and actions, through the implementation of the strategy.

A8.3.2. Outputs: Overall delivery assessment⁴⁸

<input checked="" type="checkbox"/>	Highly satisfactory Implementation of almost all (>80%) outputs is on schedule as envisaged in the implementation plan and almost all (>80%) indicator milestones have been met.	<input checked="" type="checkbox"/>	Satisfactory Implementation of the majority (60–80%) of outputs is on schedule as envisaged in the implementation plan and the majority (60–80%) of indicator milestones have been met.
<input type="checkbox"/>	Unsatisfactory Some (40–60%) outputs are being implemented on schedule as envisaged in the implementation plan and/or only some (40–60%) indicator milestones have been met.	<input type="checkbox"/>	Very unsatisfactory Few (<40%) outputs are being implemented on schedule as envisaged in the implementation plan and/or only a few (<40%) indicator milestones have been met.

⁴⁸ This is a self-assessment.

► A8.4. Summary outcomes

A8.4.1. Outcome achievement⁴⁹

This table is based on the project's log frame and the annual targets set in the multi-annual work plan.

Indicator	Baseline (before project start)	Indicator Milestone (compare planned against actual)		Target (end-of-project goal)	Immediate Outcome summary
Outcome: To improve Paraguay's design, financing and implementation of the Social Protection System Vamos! in support of its efforts towards SDGs 1 and 10					
Output 1: Opportunities for fiscal space and increase in public expenditure (excluding health finance efficacy and efficiency of the Social Protection System Vamos! identified.	3.0% Public social protection) on people	2020 Planned	2020 Actual	3.5% Public social protection expenditure (excluding health) on people	On track: most milestones met
		1 (one) Social protection gap analysis delivered with indicators developed.	Started and expected to finalize in 2021.		
		1 (one) Analysis of the effects of social protection investment on poverty, employment, economic activity, child well-being in periods of crisis and economic growth delivered.	Started and expected to finalize in 2021.		
		1 (one) Analysis on the political economy of fiscal space expansion for social protection delivered	Started and expected to finalize in 2021.		
		1 (one) Publication and presentation of results.	Delayed: expected in 2021 upon culmination of studies.		

⁴⁹ Based on the M&E plan.

Indicator	Baseline (before project start)	Indicator Milestone (compare planned against actual)		Target (end-of-project goal)	Immediate Outcome summary
Output 2: First phase of the Social Protection System Vamos! in selected territories implemented.	Baseline: 0 Social Protection System Vamos! implemented in selected territories.	2020 Planned 1 List of identified and registered Social Protection System Vamos! beneficiaries in 4 selected districts elaborated.	2020 Actual Delayed: expected to start and finalize in 2021	Baseline: 4 Social Protection System Vamos! implemented in selected territories.	
		4 Road map of services targeting children aged (0-4 years) in 4 local districts developed.	Started and expected to finalize in 2021.		
		4 Sub-national coordination mechanisms of all sectors involved with the implementation in the 4 selected districts established.	Started and expected to finalize in 2021.		
		1 Training curriculum developed	Delayed: expected to start and finalize in 2021		
Output 3: Capacity of public service professionals and civil society organizations to monitor and evaluate social protection programs in the context of results-based budgeting is strengthened	Baseline: 0 Number of public servants and civil society actors with skills in design and monitoring of social protection programmes with a result and systems based budget perspective.	2020 Planned 3 (three) Participants in the "Public Finance for Social Protection Analysts" course. 1 (one) Participant in the "Public Finance Management for Children" course on monitoring public investment in children and social protection.	2020 Actual 5 (five) Participants in the "Public Finance for Social Protection Analysts" course	Target: 20 Number of public servants and civil society actors with skills in design and monitoring of social protection programmes with a result and systems based budget perspective.	
Output 4: Knowledge, ownership and demand of Social Protection System Vamos! within public institutions, service providers and beneficiaries increased.	Baseline: 0% Percentage of the target population that is aware of the Social Protection System Vamos! and its benefits.	2020 Planned 1 General communication strategy for the Social Protection System Vamos! designed.	2020 Actual Started at the end of December and expected to finalize in 2021.	Target 25% Percentage of the target population that is aware of the Social Protection System Vamos! and its benefits.	

A8.4.2. Achievement of the project outcomes

<input checked="" type="checkbox"/>	Highly probable Almost all (>80%) reporting period milestones have been met. Based on the indicators and risk assessment, it is highly probable all outcomes will be achieved by the end of the project.	<input type="checkbox"/>	Probable The majority (60–80%) of reporting period milestones have been met. Based on the indicators and risk assessment, it is probable the majority of outcomes will be achieved.
<input type="checkbox"/>	Low probability Some (40–60%) reporting period milestones have been. Progress is being made on the outcomes but based on the indicators and risk assessment only some outcomes will be achieved.	<input type="checkbox"/>	Improbable Few (<40%) reporting period milestones have been met. Limited progress is being made on the outcomes and based on the indicators and risk assessment only a few outcomes will be achieved.

The selected indicators are highly impacted by external factors. The COVID-19 crisis will likely influence the “Public Social Protection Expenditure (excluding health) on people” indicator, as expenditure in Social Protection is likely to increase in 2020 given the policies implemented by the Paraguayan government and the expected GDP reduction following the economic contraction of the crisis. Additionally, the European Union Budget Support for the implementation of the Social Protection System Vamos! has been approved, with an expected positive impact in the indicators. Other ILO and UNICEF actions in Paraguay, will also contribute to achieving the Outcome. Finally, the COVID-19 pandemic has shed a light on the importance of a strong Social Protection System, thus resulting in potential political support to improve financing for its implementation.

► A8.5. Narrative report: Managing for results

A8.5.1. Progress summary

The SP&PFM project was developed with the active participation of the Ministry of Finance, Technical Unit of the Social Cabinet, ILO, European Union, and UNICEF and its objectives discussed with social partners. From the start of the SP&PFM project implementation, a Technical Coordination Committee (TCC) was established and formed by representatives of the Ministry of Finance, Technical Unit of the Social Cabinet, ILO, European Union, and UNICEF. In 2020, the group met once a month on a sustained basis until December 2020 and will continue to do so in 2021. Derived from the Technical Coordination Committee, a Communications Technical Team has also been formed and accompanies the communications and visibility activities held by the SP&PFM project.

With the onset of the COVID-19 pandemic, the Technical Coordination Committee team had to consider whether the SP&PFM project required substantive adjustments or immediate interventions based on the new situation. The government counterparts indicated that the new situation did not merit any substantive review and major adjustments, beyond adjusting the calendar of activities due to natural delays during the period.

Additionally, during 2020, general and bilateral meetings were held with the Ministry of Finance and the Technical Unit of the Social Cabinet according to the needs in order to prioritize and advance with the listed activities in the SP&PFM project's work plan. Meetings also ensured that activities and The Terms of Reference (TORS) for each of the SP&PFM project activities were developed jointly with the Ministry of Finance and the Technical Unit of the Social Cabinet. As a result, the Ministry of Finance and the Technical Unit of the Social Cabinet contributed to the development of the Terms of Reference to: Develop a diagnostic of the Social Protection System's budget efficiency and fiscal space to finance its expansion; Analysis on the political economy of fiscal space expansion for social protection; Analysis of the effects of social protection; Skills development programme for civil servants and civil society members; Contract of professional consultants to support the Technical Unit of the Social Cabinet for the implementation of the Social Protection System in selected territories; Design,

development and implementation of an application for mobile devices for the Social Protection System; Design of a general communication strategy for the Social Protection System Vamos!, among others. This has made it possible to reflect the needs, expectations and products to be delivered by the SP&PFM project. This has produced an increase of inter-institutional coordination, not only with the SP&PFM project but also, between the Technical Unit of the Social Cabinet and the Ministry of Finance.

Output 1 aims to identify opportunities for fiscal space and increase in Public Finance efficacy and efficiency of the Social Protection System Vamos! The Terms of Reference for diagnostic of the Social Protection System's budget efficiency and fiscal space to finance its expansion was jointly developed with the Ministry of Finance and the Technical Unit of the Social Cabinet and an expert consultant has been hired to carry out the work with support from ILO experts in Geneva (Delivery expected for November 2021, with intermediate products and meetings throughout, including presentations to social partners). In order to provide scientific evidence on the political landscape of social protection, a study on the political economy of social protection has been commissioned, with delivery expected by July 2021. In order to estimate the economic and social returns of investing in social protection, a collaboration with the Economic Studies Directorate in the Ministry of Finance will allow to use and adapt their General Equilibrium Model to estimate the effects of investments in social protection. Additionally, Paraguay is one of the countries participating in the VAR study developed by the University of Sao Paulo. These studies are expected to complement each other and provide more information about the economic and social returns of investing in social protection and to which political actors these evidences should be presented. They provide critical inputs to advance an evidence-based discussion on social protection to advance the sustainability and expansion of the Social Protection System Vamos!

In the framework of Output 2 activities, in periodic sessions with the Technical Unit of the Social Cabinet, technical assistance needs were identified for the implementation of the Social Protection System Vamos! in the territories selected by the government to start the system's implementation. The actions presented below support the governments' implementation plan of the Social Protection System Vamos! by beginning with selected territories and prioritized programmes. In this regard, a digital application will be developed to establish a roadmap of services aimed at children aged 0 to 4 years in order to have a user's guide to simplify procedures and access to accurate information about services and other resources. A call for proposals took place and one company was selected. The contract was signed in December and the development will take place beginning February 2021. Also, to strengthen the coordination mechanisms at the subnational level, an open call for proposals was made to professional consultants residing in the territories where the Social Protection System Vamos! is initially implemented, in order to facilitate the management of activities and have close contact with key stakeholders, as well as to leave a local installed capacity. In December, four consultants signed a contract and will start their duties on February 2021.

The skills development Output 3 is progressing as per the workplan. Five public service professionals participated in the online International Training Centre of the ILO "[Public Finance for Social Protection Analysts](#)" course. The SP&PFM project will also support the translation of this online course into Spanish and its adaptation to include documents and tutors and incorporate the Latin American context expecting a wider reach not only of Paraguayan participants but also from other Spanish speaking countries in 2021. This will allow more professionals to take part of the course as the English Language requirement of the course proved an obstacle to many interested officials.

Additionally, after the development of the Terms of Reference for the Design and Management of Social Protection programmes within the framework of the Social Protection System Vamos! and the Results Based Budget for public servants, a call for proposals directed at renowned educational institutions in Latin America with experience in designing programmes for public service professionals and civil society members, the Institute for Public Affairs of the [University of Chile](#) was selected. This institution will work with the Universidad Católica de Asunción (Centro de Políticas Públicas) to build capacity in Paraguay and deliver the resulting academic program focusing on life-cycle approach social protection systems and public finance management including results-based budgeting. Having both an international and a national institution working on this programme is expected to ensure the sustainability of the training beyond the SP&PFM project's duration, providing knowledge-transfer to Paraguay. Moreover, to contribute to strengthening capacities at the local level, a call was made for Results-Based Management (RBM) consultants as implementing partner to carry out a training cycle

on planning and monitoring with an RBM approach. These trainings will be aimed at public servants in each territory where the Social Protection System Vamos! is implemented. For technical reasons, the call will be reopened at the beginning of 2021. The actions will take place during year 2021.

Finally, to fulfill the activities of Output 4, the Technical Coordination Committee identified the need to hire a specialized company to design the communication strategy of the Social Protection System Vamos!, as well as a communication consultant who will work closely with the Technical Unit of the Social Cabinet for the implementation of the strategy. Both consultants will work together to make the Social Protection System known to audiences linked – directly and indirectly – to key implementing institutions, socializing information and actions, through the implementation of the strategy. This will include a process of diagnosis and identification of contents, needs, and to build a communication line. To achieve this objective, the terms of reference were drafted jointly by the agencies and the counterparts. Subsequently, a public and open call for proposals was made, from which a selection process was carried out. Both the company and the consultant signed a contract in December 2020.

Impact on gender equality in social protection coverage, improved disability-inclusiveness of the social protection system, improved shock-responsiveness of the social protection system and/or social protection coverage for informal economy workers is expected to be reported in 2021 and 2022 as these aspects are fundamental elements of the resulting products of the diagnostic/costing/fiscal space analysis, the political economy analysis, the efforts to estimate the impact of investing in social protection, the implementation of the *Ficha Integrada de Protección Social* (Social Protection integrated file), establishing the roadmap of services and the Social Protection System Vamos! Communications strategy.

A8.5.2. Evaluations, reviews and monitoring

Paraguay's activities are evaluated, reviewed and monitored as part of the SP&PFM programme's evaluation, review and monitoring strategy. In addition, regular meetings between the Paraguay component's specialists and Headquarter officials managing the SP&PFM programme, including experts of the Global Technical Facility, are held to monitor, review and advice progress in the SP&PFM project's implementation in Paraguay. At a local level and from the beginning of the SP&PFM project's implementation, a Technical Coordination Committee was created with designated representatives of each participating institution. The Technical Coordination Committee is in charge of following up on the actions in the agreed work plan, review documents and advancements, identify delays and bottlenecks, make decisions, etc. The Technical Coordination Committee meets monthly, the second Tuesday of each month. The European Union Delegation in Paraguay has an active participation, being part of the Technical Coordination Committee. Additionally, further ad hoc and bilateral meetings are held. An inter-institutional communications team was also set up to offer technical support in this area.

A8.5.3. Main challenges, risks and corrective action

The COVID-19 pandemic is an evolving crisis in the Latin American region and still presents challenges to the implementation of the SP&PFM project. The final approval for the SP&PFM project implementation was granted in April 2020, which corresponded with the pandemic's early stages in the region. The Technical Coordination Committee team, after careful consideration, decided no major changes in the SP&PFM project activities were needed but requested adjusting the timing to accommodate the new needs. Thus, as of the declaration of the emergency and the beginning of sanitary measures such as confinement, the implementation of the initial phases of the Social Protection System were postponed by the Technical Unit of the Social Cabinet, especially face-to-face actions in the territories. This meant, in practice, postponing activities such as the application of FIPS (*Ficha Integrada de Protección Social*), to identify and register of Social Protection System beneficiaries in the four districts selected by the government to begin the implementation of the Social Protection System ¡Vamos!.

Additionally, some delays in the adjustment to remote meetings, selection of SP&PFM project staff, agreements on the scope of Terms of Reference and the identification and hiring of suitable consultants was experienced. These challenges were overcome and, as of December 2020, most of the planned activities were on track.

Though the workplan expected the Public Finance for Social Protection course to be attended in person, social distancing requirements and travel restrictions made the course online. Anticipating an ongoing crisis, noting that English-language requirements posed an obstacle for many interested participants, the Technical Coordination Committee agreed on investing instead on the Spanish adaptation of the course for an online delivery in 2021 and, potentially, an in-person delivery in 2022. This would allow to reach a higher number of participants, not only from Paraguay but from other Spanish speaking countries and increase the impact of the activity.

In October 2020 the Minister of Finance changed, resulting in some internal rearrangements in the Ministry of Finance, specifically in the Economic Studies Directorate which delayed conversations and agreements regarding the estimation of the effects of social protection investment. The two studies related to this component are on track for delivery in 2021.

The Technical Coordination Committee will continue to monitor the COVID-19 crisis and its effects on the workplan. Any adjustments to the workplan would be made only after agreement within the Technical Coordination Committee. Currently, the Technical Coordination Committee expects 2021 meetings and activities to assume social distancing and travel restrictions like those experienced in 2020.

Given the numerous ongoing activities being carried out as part of the SP&PFM project and the ongoing demands of public service in times of emergency, the ability of the SP&PFM project's counterparts to review products and deliver comments on schedule has emerged as a risk. To mitigate that risk, ILO and UNICEF have produced a review schedule for counterparts to plan and reserve time for comment and review. This schedule will be revised monthly.

The communications and visibility of the SP&PFM project has been downplayed, owing to explicit decisions made by the Technical Coordination Committee to align the launch of the SP&PFM project to the European Union's budget support to Paraguay and the Paraguayan Governments' implementation schedule of the Technical Coordination Committee. An official launch of the SP&PFM project will thus be made in 2021, coinciding with the publication of one of the commissioned reports.

A8.5.4. Opportunities and corresponding strategy adjustments

With the COVID-19 pandemic, the "Public Finance for Social Protection Analysts" course – planned and budgeted to be carried out in person – was held online. This allowed to increase the number of participants in the course. At the same time, with the forecast of a similar situation for 2021, co-financing an adaptation to Spanish and increase in the number of participants was commissioned to the ITCILO and two ILO officials in Paraguay participated in the course to support the adaptation.

Working closely with the Ministry of Finance has also presented the opportunity to access and support the use and adaptation of its General Equilibrium Model to provide scientific evidence on the effects of investing in Social Protection and capitalizing on its internal language and methodology. Doing so will build capacity in the Ministry of Finance, to monitor and evaluate social protection programmes in the future.

Within the framework of the Social Protection System, the Paraguayan government has launched "Kunu'ú", the National Strategy for Comprehensive Early Childhood Care (ENAPI). It aims to ensure that all sectorial programs identified as essential in the Social Protection System will reach all children in the territories. Kunu'ú is being implemented in 5 territories: Iturbe, Nueva Italia, Piribebuy, San Ignacio Misiones y Villeta. Villeta is also a selected district for the experimental phase of the Social Protection System. The main objective is to strengthen and integrate the contact points that the different government institutions already have, optimizing them to offer a better service. UNICEF provides technical assistance for both actions.

While it is true that the COVID-19 pandemic caused and still causes havoc in the world, it can be considered that the crisis and emergency has made social protection a priority issue in countries where its development is incipient. The context can be an opportunity to strengthen the management, financing and political support of the Social Protection System Vamos! as it is in its early implementation stages. The pandemic has resurfaced conversations such as on the importance of a robust Social Protection System, identification and timely delivery of assistance, unemployment

subsidies, among others. Likewise, it can be conducive to develop a “shock responsive” social protection, so other types of risks may be covered.

A8.5.5. Contribution of the Project to the COVID-19 response

The implementation of the Social Protection System Vamos! was planned to take place gradually. From 2020 to 2021, the government planned to conduct a pilot in four selected districts, establishing mechanisms to harmonize the different services, developing tools and instruments necessary for national roll-out and scaling up, and putting in place monitoring and evaluation systems. In parallel, in 2020 the government planned to start the implementation of the Results Based Budget (RBB) in the context of improving Public Finance Management. The SP&PFM project was designed to provide technical assistance to strengthen capacities of the institutions leading the Social Protection System (Technical Unit of the Social Cabinet and Ministry of Finance) on public finance management, including Results Based Budget, identifying fiscal space for its scaling up (focusing on strategic investments in early childhood), as well as supporting its implementation in selected territories. The implementation process was in early stages when COVID-19 pandemic affected the country. As a result, given the stage of implementation and the fact that immediate COVID-19 responses did not correlate with the nature of the SP&PFM project, after exhaustive analysis and consultations, the Technical Coordination Committee agreed that the SP&PFM project contributes to support the early stages of the Social Protection System Vamos! implementation and reach objectives which remain relevant even in the COVID-19 situation. As a result, it was decided that no further changes or immediate COVID-19 response measures should be taken.

A8.5.6. Specific interventions related to public finance management

Outputs 1 and 3 comprise the main interventions related to public finance management. A diagnostic of the Social Protection System ¡Vamos!'s budget efficiency and fiscal space to finance its expansion and sustainability has started in close interaction with the Technical Unit of the Social Cabinet and local experts with support from the ILO Social Protection Department in Geneva, in particular the ILO Global Technical Facility. Additionally, in order to provide scientific evidence on the political landscape of social protection and the economic and social returns in social protection, studies on the political economy of social protection and the returns to investment have been commissioned. These studies will also be carried out in close collaboration with the Technical Unit of the Social Cabinet and the Ministry of Finance in 2021.

In order to provide skills development for public service professionals and civil society members on public financing for social protection, five public service professionals participated in the “Public Finance for Social Protection Analysts” course. The adaptation of the course in Spanish has been commissioned and expects to include more participants in 2021.

Additionally, the Institute for Public Affairs of the University of Chile – an international institution with experience in designing programs for public service professionals and civil society members on life-cycle approach social protection systems and results-based budgeting – has been selected and will work along the Catholic University of Asunción (Centro de Políticas Públicas) to deliver the resulting skills development program in 2021 and to ensure the sustainability of the programme beyond the SP&PFM project's timeline.

Furthermore, a specialized consultant will be hired to contribute to strengthening capacities at the local level in Results-Based Management (RBM). The consultant will develop a training cycle on planning and monitoring with a RBM approach. These trainings will be aimed at public servants in each territory where the Social Protection System Vamos! is implemented.

A8.5.7. Complementarity with the EU Delegation's interventions and on-going and future Budget Support Programmes

The European Union Delegation representatives are active members of the Technical Coordination Committee and the Communications committee. This ensures that the European Union Delegation is up to date on the planned activities as well as on how they align to and complement other interventions in the Paraguay. The European Union Delegation representative has shared information and made a

special presentation on the European Union [Budget](#) Support for Paraguay which was published on 25 November 2020 by Law 6650. The SP&PFM project indirectly complements the Budget Support in its Direct Product 3: *“Strengthening capacities leading to improvement of the institutional framework and governance of the Social Protection System Vamos!”* by providing technical assistance and skills development for public servants in charge of budgeting, implementing and monitoring the Social Protection System Vamos!

A8.5.8. Synergies with other strategic social protection interventions

The UN System provides continued support to the design and implementation of the Social Protection System through its funds, programs and specialised agencies. ILO, UNICEF, OPS-OMS, FAO, UNFPA and UNDP initiatives are aligned with the UN Sustainable Development Cooperation Framework (UNSDCF) 2020–2024, specifically under Pillar 1: “People and Social Development” Effect: By 2024, people living and traveling in Paraguay, especially those in vulnerable situations, have a national social protection system and care with equitable access to comprehensive and quality services.

This SP&PFM project also complements ILO’s activities in Paraguay, such as the technical support to the Social Security Directorate of the Ministry of Labour, Employment and Social Security in promoting access to contributory social security and strategies to promote the formalization of Paraguayan workers.

UNICEF provides technical assistance for the Comprehensive National Early Childhood Strategy (ENAPI) – Kunu’ú, which is part of the implementation of the Social Protection System. Also, UNICEF historically worked in the district of Mcal. Estigarribia and other neighbouring areas with programmatic actions in the area of Water, Hygiene and Sanitation (WASH), and for next year other actions in the area of education, health and protection are planned. The “Ficha Integrada de Protección Social” (FIPS), will be applied in Mariscal Estigarribia, which will allow knowing the population that accesses certain social services, like Tekoporá, Pytyvo, Abrazo, etc., and who does not. It will provide information on the needs of population in order to adjust the service offer.

A8.5.9. Strategic partnerships with other development partners

On 11 November 2020, ILO and IMF held a meeting during the Article IV revision to exchange information on initiatives held in the country. During this meeting, the activities being implemented by the SP&PFM project were shared. Both agencies agreed to continue communications and share information on activities, information and future studies and findings on Social Protection and related topics. Similar strategic interactions will be sought with the World Bank and the IADB.

Also, ILO and UNICEF are active members of the UNCT and in the implementation and monitoring of the UN Sustainable Development Cooperation Framework (UNSDCF) 2020–2024, Pillar 1: “People and Social Development”, chaired by UNICEF. As a result, the activities, outputs and outcome of the SP&PFM project and other current and future Social Protection initiatives are coordinated, along with opportunities for synergies, efficiency gains and further financing opportunities.

A8.5.10. Budget implications

No adjustments to the budget were incurred nor needed for 2021.

A8.5.11. Lessons learned – highlights

Context and implementing environment

Project strategy and design

The SP&PFM project was developed and designed jointly with active participation of all involved institutions from its inception: Technical Unit of the Social Cabinet, Ministry of Finance, European Union Delegation, ILO and UNICEF and communicated to ILO’s social partners. Similarly, active and continued communication and consensual decisions during implementation allowed it to remain

relevant, decisions and actions taken timely despite external factors, such as the COVID-19 situation or others that may arise during its implementation.

Advocacy, communication

Capacity building

The COVID-19 situation required that capacity building trainings were carried out remotely and future planned training considered to be delivered in either dual mode (in person and remotely) or entirely in a remote mode, without quality loss. This shift will allow expanding trainings reach, involve more international experts and trainers, and increase the number of participants.

Implementation and institutional arrangements

The agreement to create a Technical Coordination Committee (TCC) was assumed with high responsibility and commitment by all its members: European Union Delegation, Technical Unit of the Social Cabinet, Ministry of Finance, ILO and UNICEF, it was recorded in the minute of the first meeting and agreed to meet regularly the second Tuesday of each month. Each Technical Coordination Committee meeting is recorded through minutes, which in turn are shared and approved by the members. The minutes provide written documentation of the information shared during the meetings, the consensual agreements and next steps identified, allowing constant monitoring of the SP&PFM project's actions.

Jointly drafting of Terms of Reference has allowed clearly identifying and recording of the needs expressed by Technical Unit of the Social Cabinet and Ministry of Finance, as well as the search and selection of the most suitable consultants who can support each of the SP&PFM project's activities. The Technical Cooperation Committee is actively informed of the advancement in the selection process and justification of the results. This also allows to ensure consistency and alignment across the SP&PFM project's multiple activities.

A8.5.12. Visibility & Communication

A communication team was created with representatives from ILO, European Union Delegation and UNICEF in order to create synergies, coordinates Communications & Visibility efforts and make sure guidelines are followed. The SP&PFM project has its own dedicated Country Page in the Social Protection-PFM.org website.

Paraguay actively participated in the SP&PFM programme's Global Launch on 1 December 2020. Ms Teodora Recalde, General Budget Director of the Ministry of Finance kindly agreed to speak on behalf of our project, highlighting the contributions provided by European Union Delegation, ILO and UNICEF to strengthen the Social Protection System and ensuring its sustainability in the country. ILO, UNICEF and Ministry of Finance social media echoed Ms Recalde's intervention. As the SP&PFM project complements the European Union's Budget Support approved in November 2020, the Technical Coordination Committee agreed not to launch or communicate the SP&PFM project before the Budget Support was signed. Given the delay in the signing of the Budget Support itself and to avoid confusion between the Budget Support and the SP&PFM project, the Technical Coordination Committee agreed to postpone any launch of the project. The beginning of the SP&PFM project communications activity will coincide with the delivery of the first activities, in the first semester of 2021.

In addition, the communication of the Social Protection System Vamos! itself is part of the SP&PFM project, with its own specific outcome. In 2020 development of a communications campaign to promote the knowledge, awareness and ownership of the Social Protection System Vamos! in public institutions, beneficiaries and civil society has started.

► Annex A8.A1. Project risk register

Ref.	Risk statement. The event we do not want to see and its potential impact on objectives	Comment. Explain how the risk might arise and the importance of the impact	Measures currently in place to address this risk	Impact	Likelihood	Total	Change ¹	Risk Owner ²	Additional risk response for the attention of the implementation team and the Steering Group
1.	Paraguay becomes politically, socially and economically unstable in view of internal or external shocks leading to changes in its monetary and/or fiscal policies.	If the government makes changes in its monetary and fiscal policies due to social, economic or political instability, the resource allocation for the Social Protection System Vamos! may be affected.	The governments of Paraguay, as of 2002 give absolute priority to maintaining the stability of monetary and fiscal policies, allowing economic and political stability of the country.	4	1	4	ó		Adjustment of the calendar of activities when needed.
2.	National authorities no longer prioritize the Social Protection System and Results-based Budgeting approach.	The Technical Unit of the Social Cabinet loses political relevance if conflicting interests and priorities within the Government when it comes to budget allocation arises.	The Technical Unit of the Social Cabinet of the presidency has been established as well as a special unit underneath to design, implement and monitor the Social Protection System Vamos! aligned with the National Development Plan and SDGs.	4	1	4	ò		Mobilization of high-level government official, civil society and donor's community to reinforce the value of Social Protection System and Result base Budgeting in public administration.
3.	The Technical Unit of the Social Cabinet loses political relevance, jeopardizing its capacity to coordinate institutions and social programs.	If the Technical Unit of the Social Cabinet does not have the leadership and political backup to coordinate actions around Social Protection System Vamos! timely implementation and availability of information may be compromised.	Presidential decree #376/18 restructures the social cabinet and establish the Technical Unit of the Social Cabinet as the technical lead for Social Protection System implementation.	2	1	2	ò		Advocacy and mobilization efforts to maintain the Technical Unit of the Social Cabinet visibility and strategic importance among political stakeholders.

Ref.	Risk statement. The event we do not want to see and its potential impact on objectives	Comment. Explain how the risk might arise and the importance of the impact	Measures currently in place to address this risk	Impact	Likelihood	Total	Change ¹	Risk Owner ²	Additional risk response for the attention of the implementation team and the Steering Group
4.	Government agencies, including the Technical Unit of the Social Cabinet and General Direction of Budget of the Ministry of Finance, do not provide information or access to other institutions, hindering comprehensive and transparent analyses of the execution of actions.	If Government information systems and coordination mechanisms among the different institutions implementing the Social Protection System Vamos! are weak, it will negatively impact the provision of social services.	Government is working on an integrated information system for Social Protection System and Result base Budgeting starting in fiscal year 2020.	3	2	6	0		Regular monitoring of other projects supporting the strengthening of Social Protection System information system.
5.	Line ministries and sectorial Government institutions do not prioritize the Social Protection System and the Results-based Budgeting approach; therefore, their staff do not participate in training and informative activities related to Social Protection System and Result base Budgeting.	If conflicting interests and priorities within sectorial institutions of the government arises, the authorities of the institutions involved do not support the training activities offered by the SP&PFM project.	The Government of Paraguay enacted Law No. 6620 – Gradual Implementation of Results Based Budgeting and prioritizes social aspects, therefore, the authorities of the ministries and secretariats involved prioritize their resources and time of their staff in the implementation of the Social Protection System.	1	3	3	0		Advocacy within sectorial institutions to maintain the level of commitment with Social Protection System activities.
	National authorities do not incorporate the recommendations and/or support offered by ILO and UNICEF into the institutional management.	If ILO and UNICEF do not deliver the inputs agreed upon the trust of the public institutions could be undermined.	Previous and current assistance provided by both, UNICEF and ILO maintain high level of confidence by government counterparts.	2	2	4	0		Close monitoring of implementation and achievement of expected results to ensure that confidence is maintained over the years.

Ref.	Risk statement. The event we do not want to see and its potential impact on objectives	Comment. Explain how the risk might arise and the importance of the impact	Measures currently in place to address this risk	Impact	Likelihood	Total	Change ¹	Risk Owner ²	Additional risk response for the attention of the implementation team and the Steering Group
	The SP&PFM project's counterparts in the government do not deliver comments and review products on schedule owing to their overall workload and priorities	The evolving COVID-19 crisis may increase the workload of our government counterparts, reducing their ability to provide comments and review products. This may delay the final delivery of the products as planned.	Schedule of expected involvement by each counterpart so that they can plan.	3	2	6	ó		<p>Eventual delays in product delivery may not affect overall delivery as the project design has incorporated enough buffer to allow all activities to be delivered in 2022 and, in the worst-case scenario, in the first quarter of 2023.</p> <p>In such a case, contracts allow for addendums to extend or modify delivery dates owing to delays in the review process.</p>
<p>¹ The Change column is used during implementation and summarizes the change since the last time the risk register was presented. Three symbols are used:</p> <p>ñ Increase in the total level of risk</p> <p>ó No change in the total level of risk</p> <p>ò Decrease in the total level of risk</p> <p>² The Risk Owner column is used during implementation and records the name of the person with day-to-day responsibility for monitoring the risk and coordinating the response.</p>									

► Annex A8.A2. Outputs of the project

List of outputs, technical reports and studies produced by the project. All outputs listed here will be attached to the progress report.

Outputs, technical reports and studies started in 2020 and re expected to be presented in 2021.

The Technical Coordination Committee (TCC) recorded minutes (in Spanish) for the following dates are attached to this report:

1. Minute 1. 29 May 2020.
2. Minute 2. 9 June 2020.
3. Minute 3. 14 July 2020.
4. Minute 4. 11 August 2020.
5. Minute 5. 8 September 2020.
6. Minute 6. 13 October 2020.
7. Minute 7. 10 November 2020.
8. Minute 8. 15 December 2020.

► Annex A8.A3. Communication and visibility

<https://www.facebook.com/UNICEFParaguay/photos/a.152038988164827/3473430812692278/>

- Range: 1196
- Interactions: 24

<https://twitter.com/UNICEFParaguay/status/1333811318390972417?s=20>

Post on Twitter

- Range: 712
- Interaction: 27



<https://twitter.com/oitconosur/status/1333766916398329856?s=24>

- Reach: 2952
- Interactions: 48

<https://twitter.com/OITconosur/status/1333784049316372482>

- Reach: 1929
- Interactions: 8

<https://twitter.com/OITconosur/status/1333788250641612805>

- Reach: 2921
- Interactions: 75

<https://twitter.com/OITconosur/status/1333792169669185536>

- Reach: 712
- Interactions: 8



The screenshot shows a Twitter thread. The top tweet is from **OIT ConoSur** (@OITconosur) dated 1 day ago. It features the OIT logo and text in Spanish: "#HOY a las 11:00 hrs lanzamiento global de nuevo programa conjunto @europeaid, @ilo, @UNICEF y @SocProtection, destinado a fortalecer los sistemas de #protecciónsocial y garantizar una financiación sostenible." Below this is a link for "Más información". The second tweet is a quote from **ILO Social Protection** (@soc_protection) dated 1 day ago. It features the ILO logo and text in English: "Today at 3 pm @europeaid, @UNICEF, @ilo and @SocProtection are launching an innovative multi-country programme to address poverty, inequality and the ongoing #COVID19 crisis, through sustainably financed social protection systems." Below the text is a link: "Connect to know more: ec.europa.eu/international-...". The quote tweet includes a video thumbnail showing a person's face. At the bottom of the screenshot are logos for the European Union, the International Labour Organization, UNICEF, and the Global Coalition for Social Protection Floors, along with the text "This project is funded by the European Union."

APPENDIX 9. SENEGAL



Courtesy of the Government of Senegal

► LIST OF ACRONYMS

ACMU	Agence couverture maladie universelle
AJE	Action jeunesse et environnement
CEC	Carte d'égalité des chances
CSS	Caisse de sécurité sociale
CONGAD	Conseil des organisations non gouvernementales d'appui au développement
CICODEV	Institut panafricain pour la citoyenneté, les consommateurs et le développement
DGPSN	Délégation nationale à la protection sociale et à la solidarité nationale
EUD	European Union Delegation
FES	Friedrich Ebert Stiftung
FNMS	Fédération nationale des mutuelles de santé
GCSPF	Global Coalition for Social Protection Floor
GRAIM	Groupe de recherche et d'appui aux initiatives mutualistes
IPRES	Institution de prévoyance retraite du Sénégal
OSBS	Observatoire de suivi du budget social
PNBSF	Programme national de bourse de sécurité familiale
RNU	Registre national unique
REMAPS	Réseau national multi-acteurs de protection sociale (14 organisations sociales)
SNPS	Stratégie nationale de protection sociale
Tus	TUs Trades Unions
UNAMUSC	Union nationale des mutuelles de santé communautaires
WSM	We Social Movements (jadis WereldSolidariteit-Solidarité Mondiale)

► A9.1. Executive summary

It was expected that the implementation phase would start immediately after the inception phase. The project was met with several difficulties during the inception phase, above all due to the COVID-19 pandemic and the consequent redirection of priorities as well as various restrictions on gatherings and traveling.

In the context of the COVID-19 crisis, it was necessary to review and adapt the operational strategy in collaboration with national partners, as well as to revise the work plan. This was done, on one hand, by launching activities that do not require physical presence such as research activities, and on the other hand, by organizing certain meetings and training through virtual means when possible.

The project has now started implementation, particularly: (i) response activities in relation to COVID-19; (ii) capacity-building activities; (iii) knowledge-sharing and capacity-building on the theme of public finance and social protection; and (iv) progress on the updating of the RNU.

A set of activities (such as a child poverty analysis, a gender-sensitive review of the social protection system, a study on the strengthening of the CEC program, capacity-building of the OSBS, capacity-building of the government on public management and financing for social protection programs) have been prepared or conceptualized, and will be completed during the first quarter of 2021. The overall work plan as well as the different results expected at the end of the project are not compromised.

In addition, three virtual meetings of the overall steering committee (ILO, UNICEF, GCSPF) were organised. The DGPSN and the EU Delegation participated in one of them, thus ensuring better coordination and coherence among the various components. CSOs and trade unions leaders have also organised three other specific steering committee meetings for the same purpose.

However, there is a degree of uncertainty about the implementation environment, particularly in terms of institutional stability and the lack of visibility on the duration of the COVID-19 pandemic. Indeed, over the last eighteen months, the project encountered a change in the institutional anchoring of the DGPSN, transferred from the President's Office to the Ministry of Community Development, then a change of leadership within the DGPSN, and finally a replacement of the Minister in charge of Community Development. A second wave of COVID-19 also recently halted recovery measures and the resumption of face-to-face activities.

► A9.2. Budget/Planning information

Project budget in EUR:	1,853,880 (excluding GCSPF budget)		
Project duration in months:	44	Planned	Actual
Project start date (including inception phase):		October 2019	October 2019
Project end date:		May 2023	May 2023

► A9.3. Summary outputs

A9.3.1. Output delivery⁵⁰

Output	Output status	Output summary
Outcome 1: Adequate, sustainable and gender-sensitive social protection financing through improved cross-sector coordination in coherence with national macroeconomic, fiscal, digital and SDG strategies as well as diversification of sources of financing and increased fiscal space available for all social sectors to progressively achieving universal social protection		
1.1. Financing strategy for Social Protection in Ethiopia with short-term and medium-term options	On schedule	This output includes 4 activities. One of them, namely "Strengthen national capacities on public finance management and financing of social protection (with reference to the ILO Handbook on Fiscal Space)", was launched in 2020 with the organization of one local webinar and one online ITC ILO course. This activity will be continued in 2021.
Outcome 2: Enhanced evidence and availability of tools that support national evidence-based decision-making and encourage supra-national coordination and benchmarking of good practices (including the portability of social entitlements as integral part of economic and labour policies, gender-sensitive and disability inclusive social protection), with participation of regional bodies as well as civil society organisations		
2.1. The social protection system is reinforced with tools and evidences to guide policy making for its improvement.	On schedule	In this output, 1 out of 3 activities was planned for 2020, namely "the gender and disability-sensitive review of the social protection system". The ToRs is developed and the call for expressions of interest has been launched. The review will be completed in 2021.
Outcome 3: Strengthened capacities of partner countries to achieve the best impact of diversified sources of funding for social protection, prioritizing women, children, persons with disabilities, informal economy and migrant workers.		
3.1. Technical capacity of institutional actors, including social partners and the civil society, to extend social protection coverage to workers in the informal and rural economy, as also a strategy for sustainable and adequate social protection financing, and people with disability are strengthened.	On schedule	<ul style="list-style-type: none"> – This output comprises 3 activities. All of them are scheduled to be carried out in the second year of the project. – To support the deployment of the government's response to the COVID-19 pandemic, one additional activity was added to this output, namely "a feasibility study of the extension of the RNU to the new vulnerable groups affected by COVID-19 such as street children, informal individual small business, old age or people with several disabilities". The ToR for the activity have been drafted and we expect that the study will be available by the second semester of 2021.
3.2. Capacities of institutional actors and civil society for an improved targeting of non-contributory programmes beneficiaries and people with disabilities are strengthened in view of reinforcing advocacy for adequate and diversified social protection financing.	Delay: behind schedule	<ul style="list-style-type: none"> – For this output, the 3 initial activities were to be performed or launched during the first year of implementation. Due to unforeseen circumstances, only 1 activity was launched, namely the updating of the database of the national unified registry (RNU). – To support the government in its response to the COVID-19 pandemic and to strengthen the resilience of the social protection system, 3 additional activities were added to this output on the government's request, namely: (i) The audit of the Single Registry (RNU); (ii) the formative evaluation of the utilization of the RNU in the social protection response to the COVID-19 pandemic; and (iii) the support to the development of a communication plan for the Social Protection Delegation. – ToRs have already been drafted for the audit of the RNU and the hiring process is ongoing for the formative evaluation of the utilization of the RNU. As to the communication plan, the consultant has been recruited and the activity will take place in January of 2021.

⁵⁰ Based on the Implementation Plan.

Output	Output status	Output summary
Outcome 4: Strengthened knowledge and technical capacities of partner countries at national and sub-national levels to plan, deliver, monitor and report on social protection programmes, with participation of training institutions and civil society.		
4.1. Knowledge and capacities of government institutions, social partners and civil society, for a more effective implementation of the SNPS ⁵¹ and increased advocacy for extending and financing social protection are strengthened	On schedule	This output includes 5 activities, of which 4 were planned to be performed within the second year of the project. Two out of these 4 activities are ongoing and will be completed in 2021: (i) The capacity building of sub-national social protection platforms to improve the implementation of the SNPS, launched in 2020, and; (ii) The capacity building of the OSBS ⁵² for a real-time monitoring of social protection expenditure to ensure adequate and sustainable public financing, launched in October 2020. A technical note on the scope of social protection has also been developed and will be used for this purpose.
4.2. Capacities of the civil society, social partners, and actors of the private sector and local actors for an improved transparency, monitoring and accountability of national social protection budgets are strengthened	Delay: behind schedule	This output includes 4 activities, of which 2 were scheduled to be launched in late 2020. Under the following activity: "With support of the Global coalition for social protection floors, implement information and capacity-building activities of actors of the civil society and workers' representatives on the budget planning and monitoring tools, for accelerated advocacy for extending gender – and disability-sensitive adequate social protection, and secured by transparent and sustainable financing", we were able to organize 2 workshops. As a result of these workshops, and with the support of the ILO Social Protection Specialist and WSM resources persons, CSOs and trade unions strengthened their thematic expertise on inclusive strategies for extending social protection, on the mapping of social protection policy and legal frameworks, as well as their knowledge on programme-budgets and how to identify options for increasing the fiscal space.
Outcome 5: Increased capacities of partner countries in the context of emergencies, natural disasters, forced displacements, protracted fragility and crises to establish contingency plans and multi-year funding strategies to run adaptive social protection mechanisms.		
5.1. National capacities to implement mechanisms and measures to finance social protection in context of crisis, natural disasters and displaced people are reinforced	On schedule	<ul style="list-style-type: none"> – This output comprises 2 activities, of which 1 (i.e. the realization of a Child Poverty Analysis) was planned to be carried out in the first year. The ToR have been developed and the launch of the call for interest is imminent. – Preliminary discussions around the mechanisms to improve coordination between food security and existing social protection interventions will be held in the second part of 2021 to ensure that the intervention is responding to the need of population in food insecurity.

A9.3.2. Outputs: Overall delivery assessment

<input type="checkbox"/>	Highly satisfactory Implementation of almost all (>80%) outputs is on schedule as envisaged in the implementation plan and almost all (>80%) indicator milestones have been met.	<input checked="" type="checkbox"/>	Satisfactory Implementation of the majority (60–80%) of outputs is on schedule as envisaged in the implementation plan and the majority (60–80%) of indicator milestones have been met.
<input type="checkbox"/>	Unsatisfactory Some (40–60%) outputs are being implemented on schedule as envisaged in the implementation plan and/or only some (40–60%) indicator milestones have been met.	<input type="checkbox"/>	Very unsatisfactory Few (<40%) outputs are being implemented on schedule as envisaged in the implementation plan and/or only a few (<40%) indicator milestones have been met.

⁵¹ The National Social Protection Strategy.

⁵² The Social Budget Monitoring Observatory.

► A9.4. Summary outcomes

A9.4.1. Outcome achievement⁵³

Indicator	Baseline (before project start)	Indicator Milestone (compare planned against actual)	Target (end-of-project goal)	Immediate Outcome summary
Outcome 1: Adequate, sustainable and gender-sensitive social protection financing through improved cross-sector coordination in coherence with national macroeconomic, fiscal, digital and SDG strategies as well as diversification of sources of financing and increased fiscal space available for all social sectors to progressively achieving universal social protection				
Recommendations for the identification of feasible sources of funding in medium – and long – term available	(2019): no	Planned to start in 2021	(2022): yes	On track: most milestones met Addressing the fiscal space issues, the study completed in 2020 show that tree options of height proposed in the ILO handbook are more feasible and suitable for Senegal regarding the macroeconomic context. Overall, 20 measures were identified, including new taxes, to improve the social protection financing mechanism. In addition, a document on the framework of social protection financing will be drafted in the next step. These two dimensions need to be deepened and challenged with government counterparts.
Proposals of mechanisms for mobilizing the contributory capacity of the informal economy available	(2019): no	Planned to start in 2021	(2022): yes	
Recommendations for the financing of the complementary component of the PNBSF	(2019): no	Planned (a monitoring and evaluation of the pilot phase is planned to take place in 2021)	(2022): yes	
Social Protection Financing Framework Document	(2019): no	Planned	(2022): yes	
Availability of a framework for monitoring national social protection budgets	(2019): no	Ongoing (a draft framework is being developed)	(2022): yes	

⁵³ Based on the M&E plan.

Indicator	Baseline (before project start)	Indicator Milestone (compare planned against actual)	Target (end-of-project goal)	Immediate Outcome summary
Outcome 2: Enhanced evidence and availability of tools that support national evidence-based decision-making and encourage supra-national coordination and benchmarking of good practices (including the portability of social entitlements as integral part of economic and labour policies, gender-sensitive and disability inclusive social protection), with participation of regional bodies as well as civil society organisations				
Number of technical studies produced and validated by the steering committee, taking into consideration gender aspects and the inclusion of people with disabilities.	Baseline (2019): 00	Started (for instance, the gender and disability review is launched, with the call for proposals published)	(2022): 03 studies	On track: most milestones met Three virtual meeting have already been run to address key issues in project implementation and priorities following the COVID-19 pandemic.
Number of consultation workshops and steering committee and women participating in these workshops	(2019): 00	Ongoing (3 workshops and steering committee already held)	(2022): 10 workshops/ meetings	
Outcome 3: Strengthened capacities of partner countries to achieve the best impact of diversified sources of funding for social protection, prioritizing women, children, persons with disabilities, informal economy and migrant workers				
Number of technical studies and knowledge products shared with policymakers to guide the improvement of programmes and schemes	(2019): 00	Ongoing (The formative evaluation of the use of RNU in the social protection response to the COVID-19 pandemic is launched with call for proposals published. The ToRs are drafted for the audit of the Single Registry (RNU) data base.)	(2022): 02 studies/notes	On track: most milestones met 16 nationals designers and implementers are already trained on: impact assessment of SPP; PF for SP analyst; and Policy and pensions management
Number of social protections benefit designers and implementers trained and involved in the improvement of programmes and schemes	(2019): 00	Ongoing	(2022): 50	
Number of studies/technical notes/workshops to improve the CEC program	(2019): 00	Planned to start in 2021	(2022): 2 studies/notes	
Number of civil society actors trained to target beneficiaries of non-contributory programmes	(2019): 00	Ongoing	(2022): 50 trained actors	
Number of regions where the RNU is updated	(2019): 12	Ongoing (the updating is ongoing for the last region left)	(2022): 13	

Indicator	Baseline (before project start)	Indicator Milestone (compare planned against actual)	Target (end-of-project goal)	Immediate Outcome summary
Outcome 4: Strengthened knowledge and technical capacities of partner countries at national and sub-national levels to plan, deliver, monitor and report on social protection programmes, with participation of training institutions and civil society				
Number of actors trained and sensitized, including women, on the mechanisms and tools for the implementation of social protection systems	(2019): 00	Planned to start in the second quarter of 2021	(2022): 50 decision-makers	On track: most milestones met
Number of advocacy activities carried out by social partners and civil society	(2019): 00	Ongoing	(2022): 03 activities	
Number of good practices documented	(2019): 00	Ongoing	(2022): 02 Good practices	
Number of operational regional platforms	(2019): 00	Ongoing (13 regional platforms will be set up and trained in the first quarter of 2021: the ToRs are ready and recruitment is ongoing)	(2022): 13 regional platforms	
Existence of a mechanism for quarterly monitoring of social protection expenditure	(2019): 00	Ongoing (technical note drafted)	(2022):01 mechanism	
Integration of social protection financing aspects into the Citizen's Budget initiative	(2019): 00	Planned to start in the first quarter of 2021	(2022): yes	
Outcome 5: Increased capacities of partner countries in the context of emergencies, natural disasters, forced displacements, protracted fragility and crises to establish contingency plans and multi-year funding strategies to run adaptive social protection mechanisms				
Report on analysis of child poverty and deprivation available	(2019): no	Ongoing (ToR ready and call for proposals to be published soon)	(2022): yes	On track: most milestones met
Number of mechanisms to respond to food insecurity based on social protection available	(2019): 00	Planned to start in the second quarter of 2021	(2022): 01	

A9.4.2. Achievement of the project outcomes

<input type="checkbox"/>	Highly probable Almost all (>80%) reporting period milestones have been met. Based on the indicators and risk assessment, it is highly probable all outcomes will be achieved by the end of the project.	<input checked="" type="checkbox"/>	Probable The majority (60–80%) of reporting period milestones have been met. Based on the indicators and risk assessment, it is probable the majority of outcomes will be achieved.
<input type="checkbox"/>	Low probability Some (40–60%) reporting period milestones have been. Progress is being made on the outcomes but based on the indicators and risk assessment only some outcomes will be achieved.	<input type="checkbox"/>	Improbable Few (<40%) reporting period milestones have been met. Limited progress is being made on the outcomes and based on the indicators and risk assessment only a few outcomes will be achieved.

► A9.5. Narrative report: Managing for results

Project management is in line with the framework of the Global Action of the EC/ILO/UNICEF/GCSPF. The activities are organized by ILO, UNICEF and GCSPF; either by one of the three partners in concertation with the two others or jointly with pooled budgets. The EUD is invited to all implementation working group meetings. Each agency takes the lead on activities that are part of the continuity of their support to Senegal, and for which they have proven experience. Synergies have been improved between implementing partners to ensure smooth implementation of the programme and complementarity, with activities being discussed and shared among all implementing partners.

To ensure a good ownership and an effective coordination of the project, a steering committee led by the Ministry of Community Development (DGPSN) and co-led by the Ministry of Finance and Budget and the Ministry of Labour has been established. The steering committee also includes representatives of other relevant Ministries involved in the implementation of the SNPS as well as social partners (workers' organisations, employers' organisations, CSO, NGOs such as CONGAD and CICODEV, and development agencies. A subgroup of the steering committee comprising the DGPSN, ILO, UNICEF, GCSPF, EUD meets monthly to discuss progress and constraints and ensure that the EU Delegation in Senegal is timely informed on project implementation.

A9.5.1. Progress summary

Due to the impact of COVID-19, most of the project activities are still in the early stages; so that in terms of outputs, we were not able to achieve 100% of the planned activities. As mitigation strategy to the COVID-19 crisis, in 2020, the project i) launched online courses using the ITC ILO platform, specifically targeting designers and implementers of social protection schemes; ii) held 02 capacity building workshops on fiscal space analysis and impact of social protection investments; and iii) organized an exchange of international experiences in financing for social protection scheme. However, even if the participation rate was highly satisfactory and participants showed great interest, we deem the impact to be slightly lower than expected in terms of skills gained, as we noted a high turnover and some logistical issues (network, mastering teleworking and online courses tools, disturbances from office or home, etc.) on the participants' side.

In 2020, also due to COVID-19 restrictive measures, the project team mainly focused its interventions on designing and preparing key activities and outputs of the project (technical notes, ToRs, training documents, etc.), including the recruitment of consultants so as to launch activities immediately in 2021. Besides, the project team is developing some technical documents to be ready to use for the awareness and capacity building of national stakeholders, civil society, sub regional administration and policy makers. These materials cover the topics of financing options for Social Protection, fiscal space for SP, impacts of investing in SP, and costing and affordability of a Social Protection Floor. These outputs are expected to be delivered by the end of 2021.

(i) Improved gender equality and disability-inclusiveness in social protection coverage

As part of the review of the social protection system launched by the project team in 2020, social protection programmes, practices, tools will be scrutinized with gender equality and disability-inclusiveness lenses and recommendations will be provided to ensure that the Senegalese social protection system and its programmes are gender and disability sensitive.

While the ToRs have been developed and the call for interest has already been launched, efforts towards more gender and disability sensitive social protection systems in Senegal will be sustained throughout the programme duration.

In addition, GCSPPF has insured that a diversity of CSOs, including the Senegalese Federation of associations of people living with disabilities (representing 26 associations) and the National Council of the Elderly in Senegal, take part in all the trainings, exchanges and committees under this project to ensure that their interests and challenges are taken into account. This will be reinforced through lobbying and advocacy in 2021.

(ii) Improved shock-responsiveness of the social protection system

The COVID-19 crisis has generated new needs from the Government's side. In order to learn from the management of the COVID-19 crisis, the project is supporting the Government in the evaluation of the utilization of the single registry (RNU) to prepare the system to respond to future shocks. The project is also supporting a feasibility study to seek the best options to include new vulnerable groups (workers in informal economy, street child, old age, etc.) which are falling into poverty and vulnerability due to the COVID-19 crisis and are not yet included in the RNU. The extension of the single registry will make the system more shock-responsive.

Moreover, the project is supporting: (i) the updating of the RNU in Kedougou province and; (ii) the audit of the RNU database. Both activities will also help render the system more shock-responsive.

In addition, the project is conducting a child poverty analysis (Multiple Overlapping Deprivation Analysis) which will assess the effect of the pandemic on child deprivation. This analysis will inform the social protection strategy and programmes (such as PNBSF, CEC, etc.) to ensure that the drivers of child poverty and vulnerability are addressed.

In terms of progress, the ToR for the evaluation of the utilization of RNU have already been prepared, and consultants' proposals have been received. The processes of the audit of the RNU and the child poverty analysis are underway as well. The ToRs are ready. Regarding the update of the RNU database, the team has already been recruited and the data collection will start soon.

(iii) Improved social protection coverage for informal economy workers

Under the first and the third outcome, the project aims to: (i) deepen the fiscal space analysis, design and implement innovative financing options, including new taxes, budget reallocation, measures and mechanisms for capturing the contributory capacity of workers of the informal and rural economy, and (ii) provide technical assistance for the effective implementation of the simplified scheme for independent workers and workers in the informal economy.

Beyond these 2 activities aiming to improve social protection coverage for informal economy workers, the project is now launching a feasibility study of the extension of the RNU to the new vulnerable groups affected by COVID-19 such as street children, old age or people with several disabilities and the informal and small economy workers as well. These population groups are not covered by any social protection scheme, and do not benefit from the social security scheme designed for formal workers nor from social assistance destined to the poorest populations. This new activity added to the project work plan as part of the response to the COVID-19 crisis will therefore help improve social protection coverage for informal economy workers. In terms of progress, the ToRs have been designed and will be used to recruit consultants to implement this activity.

As part of the programme, the project provides support to the Ministry of Labour for the imminent adoption of a new Social Security Code that will unify the different pieces social security legislation, including the regulation of the new social protection scheme for informal workers. Once the legal

framework is in place, hopefully by the end of the first quarter of 2021, the project will support the government in updating the technical parameters of the scheme for informal economy workers and build capacity of the Ministry of Labour and its Social Security Fund (Caisse de sécurité sociale (CSS)) and the Social Insurance Institute for Old-Age Pensions (Institut de prévoyance retraite du Sénégal (IPRES)) to run the scheme effectively.

In addition, some constituents of the GCSPF in Senegal (for instance FNMS, UNAMUSC, GRAIM, CNTS, women association in rural areas, AJE, artisan association, FES, etc.) focus particularly on actions and services for extending SP to the informal economy and will be pushing, through the national platform, lobby and advocacy actions to include the specific needs of informal economy workers in all policies. In 2021, two new big organizations of informal economy workers have joined the platform, i.e, the national federation of Moto-Jakarta with more than 236.000 members across Senegal and the National Association of Street Vendors. They have been sensitized and trained on the importance of universal health coverage and social protection and have committed to join existing health mutualities. They are also very active in other components of the SP&PFM project.

(iv) Improved knowledge and technical capacities of CSOs and sub-national partners'

In order to build the capacity of sub-national government's institutions for an improved implementation of the SNPS and social protection programmes, the project is supporting the National Social protection Delegation (DGPSN) in the organization of workshops for members of regional social protection platforms. The activity is ongoing and should be completed by March 2021.

During the inception phase, through WSM and REMAPS, key CSOs and trade unions active on the topic of social protection were identified, mapped and consulted to assess their willingness to participate in the project. Then, a platform gathering more than 20 umbrella and individual CSOs and trade unions active on SP was constituted around the National multi-stakeholder network of social protection (REMPAS). The platform has adopted the TOR for the functioning of the steering committee and technical committee to oversee the implementation and monitoring of the GCSPF component of the project in a participative way.

Regarding capacity-building, 27 CSO leaders (7 women) and trade union representatives from 22 organizations (including 2 trade unions confederations) have participated into two national workshops organized by WSM/REMAPS as lead organizations of the GCSPF in Senegal. One of the workshops aimed at sharing visions on social protection and planning the detailed actions to be conducted jointly by the GCSPF constituents in Senegal. The second national workshop, which benefited from the ILO's technical support, bore on the elaboration and monitoring of "programme based budgeting", strategies for extending social protection, and options for social protection financing.

A9.5.2. Evaluations, reviews and monitoring

Over the period under review, planning and monitoring tools such as the results chain, the detailed implementation plan, the annual work plan were developed/finalized and are in use. For increased efficiency, a monitoring and evaluation system will be set up including the monitoring and evaluation plan, the performance indicator tracking table, the data collection and reporting forms, and the communication flow map. These actions and tools will be performed or developed under the steering committee and the technical working group's guidance by the first quarter of 2021, after the reaching of a consensus on the triennial work plan.

A9.5.3. Main challenges, risks and corrective action

The project is facing several challenges in its implementation, the main challenge being the occurrence of the COVID-19 crisis which has delayed delivery, created procedural challenges, and required adjustment in the project implementation strategy and work plan. The Senegalese government's ban on all gatherings has really compromised the implementation of most of the project activities.

From the government's side, certain institutional changes (leadership changes within the Ministry of Community Development and the DGPSN) caused many obstacles in the implementation of activities.

Implementation was slowed down to make way for awareness raising of new staff and ensure their ownership of the SP&PFM project.

To mitigate this situation, teleworking and virtual technologies have turned out to be a bulwark, but they also have serious limitations when it comes to carrying out training sessions or monitoring exercises for example. Depending on the complexity of the training topics and the education level of potential participants, conducting training via video conferences could be ineffective due to technological constraints as well as willingness and capacity of national stakeholders, especially at the local level, to effectively attend virtual trainings. Also, it turns out that there is a necessity to strengthen the capacity of CSOs in virtual communications.

That is why the strategy was reviewed and adapted towards the design and development of technical notes, ToRs, training materials and others, the finalization of recruitment processes, with the hope that the situation will normalize shortly.

A9.5.4. Opportunities and corresponding strategy adjustments

Based on lessons learnt, there is a need to rethink the concept and design of virtual activities to ensure greater impact and effectiveness (for instance short cutting the duration of each session, providing financial supports fees for connection, processing effective evaluation of skills and knowledge gained, etc.). Remote activities being less costly, freed up resources can be engaged to tackle emerging needs from the government and/or helping to put in practice recommendations brought out from current studies.

GCSPF is leading 1 activity consisting in “implementing information and capacity building activities of actors of the civil society and workers’ representatives in the budget planning and monitoring tools, for accelerated advocacy for extending gender- and disability-sensitive adequate social protection, and secured by transparent and sustainable financing”. Based on field experiences, it is advisable to subdivide this activity into 4 sub-activities as followed, for more practicality and better monitoring and evaluation of the outputs.

1. Bringing together the various constituents (CSOs&TUs) to foster stronger cooperation on social protection and structural involvement in the implementation, monitoring and evaluation of Social protection policies/programmes and their financing;
2. Strengthening CSOs thematic expertise on social protection and PFM;
3. Lobby and advocacy;
4. Critical analysis of Social protection policies and its financing through the sharing of relevant studies and research implemented by other actors.

A9.5.5. Contribution of the Project to the COVID-19 response

A number of additional activities have been added to the project workplan in response to the COVID19 pandemic. They consist in:

- i. The evaluation of the utilization of the RNU that has been made in the response to COVID-19;
- ii. The audit of the RNU database in collaboration with the World Bank;
- iii. The feasibility study of the extension of the RNU to the new vulnerable groups affected by COVID-19 such as street children, old age or people with several disabilities and the informal and small economy workers;
- iv. The strengthening of the communication functions of the social protection delegation (DGPSN) through the support for the design and setting up of its website and its strategic communication plan;
- v. The project, through its implementation agencies (UNICEF-ILO), provides technical support to, inputs in and coordinates the social protection development partner’s response to the COVID-19 crisis.

A9.5.6. Specific interventions related to public finance management

Beside the international workshop, the project, with the support of ITC–Turin, has already run three trainings for national partners (Ministry of Labour, Ministry of Economy, Ministry of Finance, Ministry of Community Development, social protection programmes and institutions, trade unions, employers' organization and CSO) on three main areas (public finance for social protection analysis; impact assessment for social protection; and policy and pension management).

In addition, the project organized one workshop focusing on social protection financing options and an ex ante analysis of impact of extending social protection in Senegal. A South-South experience-sharing webinar on universal social protection and its financing mechanisms was also held, revolving around experiences from Morocco, Rwanda, Cabo Verde and Senegal. This last activity bridging the last ILO-EU project and the PFM&SP Project. Showing some success stories and pathway to extend social security to informal workers in Morocco, or introducing new taxes to finance the UHC in Rwanda or reviewing the national budget allocation to finance old age pension program in Cabo Verde, we brought in the discussion of financing and feasibility mechanism of social protection with the government resources. All this will be consolidated and taking in advantage in the advocacy for investing more and better in social protection.

Moreover, the project plan to estimate the cost of the Plus component (integrated social services) of the National Family Security Allowance Program PNBSF implemented by the World Bank and UNICEF, in view of sustainable financing through national resources.

Lastly, a technical note of the scope of social protection has been drafted by the project in order to monitor public social protection expenditures. The main stakeholders have already provided their inputs and this will be discussed shortly with specialists of the Ministry in charge of Finance. This work will be the basis of the activities to be carried out on the public expenditures review of the social protection schemes and programs.

A9.5.7. Complementarity with the EU Delegation's interventions and on-going and future Budget Support Programmes

This intervention is aligned with the EU cooperation framework in Senegal through the budget support mechanism financed by the 11th European Development Fund (EDF). UNICEF is supporting the update of the single registry in one of the country regions. This update is an indicator of the EU support to the Senegal Government. Commonly known as the Performance and Sector Reform Contract in Support of Social Protection, Food Security and Nutrition (CPRS PSSAN), the programme includes a budget support component (to support the policy dialogue between the Ministry of Finance and the concerned line ministries on the basis of indicators to be achieved) and an institutional support component, covering the period 2019-2024. Based on the Government's various policies and strategies in the defined areas, its overall objective is to improve the resilience, food security and nutritional situation of the Senegalese people, mainly by mobilizing social protection instruments.

In addition, the EU has awarded to 2 civil society organizations (WSM and CICODEV), two other grants under the project EuropAid/1611907/DD/ACT entitled: "CSOs involvement on Universal social protection for all". WSM takes on a watchdog role (veille Communautaire) and carries out training and advocacy activities as well evidence-based studies for improved accessibility of vulnerable groups to social assistance and social insurance schemes, in all 24 regions of Senegal. CICODEV puts an emphasis on collaborating with local governments and CSOs on studies, advocacy and monitoring of the national social protection policy in 5 regions (Ruffisque, Fatick, Rufisque, Fatick, Matam, Kédougou et Sédhiou). WSM and CICODEV thus display thematic and geographic complementarity. A consultation meeting between CICODEV and WSM was organised on 6th May 2020. Both organizations have identified the lack of sustainable financing of social protection as a key challenge for the Senegalese systems. The SP&PFM Project being structured around this issue, they will make use of findings derived from the SP&PFM Project to support their advocacy efforts. At the same time, through collaboration with CICODEV and OSCAR/WSM, SP&PFM will have a broader outreach for this specific theme.

A9.5.8. Synergies with other strategic social protection interventions

The project activities are in perfect synergy with the government's flagship social protection programmes and the National Social Protection Strategy, and implemented in close coordination with social protection institutions.

Therefore, the project plan among others to: (i) estimate as already mentioned above, the cost of the Plus component (integrated social services) of the National Family Security Allowance Program PNBSF implemented by the World Bank and UNICEF, in view of sustainable financing through national resources; (ii) build capacity of the line Ministries, Social Security Fund (CSS), Social Insurance Institute for Old-Age Pensions (IPRES), National Agency of the Universal Health Coverage (ACMU), workers' organizations to effectively run the simplified scheme for the informal workers and apply the new procedures (the legal framework of this scheme is currently in adoption process); (iii) provide technical assistance for improving the Equal Opportunity Card (CEC) program, including a better definition of a disability-sensitive service package (access to health care, social transfers, support and social inclusion services, vocational training and employment support services); (iv) update the database of the National Unified Registry (RNU), in relation with EU budget support, including reviewing beneficiaries' profile, and ensuring that all eligible households are registered in the RNU, in particular people with disability.

Through its work on the RNU, the project will collaborate with the safety nets program of the World Bank, as well as with other development partners for activities using the RNU as a targeting tool.

Senegal is one of the countries engaging in the development of an Integrated national financing framework (INFF) supported by UN System, WB, IMF and EU. The programme aims at engaging consultations and analytical work with the Ministry of Finance and other key stakeholders to identify financing options for achieving the SDGs, including SDGs related to social protection. The INFF assessments and diagnostics is undergoing and will include social protection sector. In addition, this year the UN is accelerating financing for development initiatives. The project in Senegal offers a solid ground to engage in the discussion for financing of social protection with the UN RCO and UNDP.

The project is also capitalizing on lessons learnt and progress achieved through the Strategic Review of the Social Protection System Project, financed by the EU Delegation in Senegal and implemented by the ILO.

Moreover, two projects focusing on the extension of social security to informal workers, implemented by the ILO with financial support from France and Belgium have recently been launched. Some synergies will be established with these projects for more impact in the field of the extension of social protection to the informal economy. In particular, the present project will interact with the two mentioned here above in the area of mobilizing the contributory capacity of informal workers in social protection scheme.

A9.5.9. Strategic partnerships with other development partners

UNICEF, ILO and the European Union are all members of the thematic group of social protection partners, of which the UNICEF and the EU have just taken the chair. UNICEF and the European Union are also members of the thematic group of public finance partners which includes the World Bank, the International Monetary Fund, and the African Development Bank. This facilitates collaborations with and between different partners and actors mentioned above in the areas of social protection and public finance.

In particular, this project strengthens the partnership between the EU, UNICEF and the ILO. In addition, the project is collaborating for the implementation of several activities with the World Bank through co-financed budget support. This is the case, for instance, with the updating of the RNU, its audit, and the implementation of the plus component of the PNBSF. As reflected in the logical framework, the project supports, together with a diversity of other development partners, the current evaluation of the UHC scheme and the implementation of the recommendations that will be made. The project is a key player when it comes to coordinating the technical and financial support to this evaluation.

A9.5.10. Budget implications

As mentioned previously, 4 activities have been added to the project implementation plan in response to the COVID-19 pandemic. These additions were outlined in the inception report. However, all these activities will be funded by internal resources of UNICEF and the ILO as part of their financial contribution to the project. There will therefore be no need for any adjustment between activities.

At this stage, as part the inception and take off period, the under spending of the project is mostly due to two main factors: one is the postponement of activities due to the COVID-19 crisis; the other is the adoption of virtual modalities for workshops, meetings and trainings.

A9.5.11. Lessons learned – highlights

- The main lesson learned stems from the consequence of the COVID-19 crisis, which has led to adaptations in the project delivery mechanisms. For project management, periodic meetings are held virtually.
- The strategy has been to focus on preparing the forthcoming activities, including drafting of TOR and selection of consultants together with the DGPSN, as the ban on gatherings prevents certain project activities from taking place. This allowed us to limit the loss of time while waiting for the right moment to unfold the activities.
- Another key lesson learned during this period and the new context of COVID-19 is that the near-entirety of activities identified under this project remain relevant in the COVID-19 pandemic context, in particular when it comes to building shock-responsive social protection systems;
- Online trainings and workshops are feasible in order to carry out activities during with the COVID-19 context but are less productive than face-to-face workshops. We learnt that national stakeholders are responsive to this new channel but face logistical issues, office or home disturbances. We noted a high turnover during the events.
- Some online platform courses like those taught by the ITC ILO yield good results as well as a positive feedback from participants.
- For certain technical topics and specific audiences (e.g. parliamentarians), physical workshops are still relevant and necessary.
- Training is a prerequisite for certain advocacy activities and to engage with public stakeholders involved in this project. Considering the point above, being unable to train/inform these actors constrained our ability to deliver certain activities.
- Another other lesson learned concerns the adjustments needed for the communication plan but also the opportunities offered by the new situation. Planned communication activities are delayed. With this new context in mind and based on the global action's orientations, we are updating the communication and visibility strategy and action plan prior to its rollout.
- The first results point to a gap between public finance specialists' and social protection specialists' definition and perception of the scope of social protection. Therefore, we need to establish a minimum common understanding before engaging the work on capturing and monitoring social protection expenditures. Thus, as already mentioned, the technical note on the scope of social protection in Senegal has already been drafted and the discussion with the main stakeholders will begin shortly.

A9.5.12. Visibility & Communication

In terms of communication, a draft of the strategic communication plan had already been prepared at the same time as the conceptual documents for the project. This communication plan will be reinforced and updated by a consultant, specialized in communication, who has recently been recruited. This will be carried out in consideration of the recommendations and guidelines of the European Union in terms of communication and visibility.

The project information will also be regularly updated in the EC INTPA (DEVCO) portal www.socialprotection-pfm.org website.

Thus, during the inception phase, ILO, UNICEF and GCSPF always mentioned that this initiative is financed by the European Union. UNICEF Representative and ILO Country Director have separately had the opportunity to present the project during two formal audiences with the Ministry of Community Development, highlighting the European Union's contribution.

At the technical level, all actors of the social protection sector were invited and informed during the inception workshop to discuss the activities of the project. Development partners are very well informed on the advancement of the project, including through the Social Protection Group co-chaired by the ILO and UNICEF. Besides, the project developed PowerPoint presentation with the logos of the EU and the technical implementing partners, presenting and explaining the overall project in details (context, justification, strategy and tools, alignment with national priorities, potentials impacts, etc.). This presentation was used to present the project in more details to the DGPSN, and shared with the Ministry of Community Development for endorsement and the sharing with other government entities.

The project is also supporting the development of Communication Plan of the National Social Protection Delegation (DGPSN), which will include the EU logo and the SP&PFM program logo for more visibility. This includes the development of the Social Protection Delegation website with clear mention of the funding source, the development of a communication strategy and other communication materials displaying the relevant logos, their dissemination on social media and the web, the creation of videos and the recording of some activities, and participation in certain television and radio programs, etc. Moreover, as mentioned above, additional communication activities will be supported with clear visibility of the EU and SP&PFM Project logo.

► Annex A9.A1. Project risk register

Ref.	Risk statement. The event we do not want to see and its potential impact on objectives	Comment. Explain how the risk might arise and the importance of the impact	Measures currently in place to address this risk	Impact Essential – 5 Major – 4 Moderate – 3 Minor – 2 Insignificant – 1	Likelihood Certain – 5 Likely – 4 Possible – 3 Unlikely – 2 Rare – 1	Total	Change ¹	Risk Owner ²	Additional risk response for the attention of the implementation team and the Steering Group
A	Institutional instability	Institutional change following a new government that may take place after the legislative elections. These changes may affect the political commitment	Reconnected and awarded new appointed key persons in the project process or round of influence	3	4	12	↑	Ouseini OUEDRAOGO	– Strengthen the capacity of key actors such as civil society, social partners, Parliament, Economic and Social Council (CESE) to advocate at high level.
		Reconsideration/reduction of the leadership of the DGPSN in its role of coordinating and oversight body for the social protection sector placed under one ministry on the same level of hierarchy with the rest of ministries in charge of social protection.	None	3	3	9	↑	Moussa Dieng	<ul style="list-style-type: none"> – Increased awareness of all social protection actors about the project; – Clear definition of the roles and responsibilities of the different actors; – Participatory and inclusive approach at all stages of the project; – Good coordination of the project; – Advocacy with DGPSN for strong anchorage
C	Availability of financial and human resources;	Lack or weakness of resources to support the integrated service packages into programmes	None	3	4	12	↔	Ousmane BASSE (DGPSN)	– Continue to diversify funding sources
		DGPSN does not have sufficient HR capacity to coordinate interventions of different actors in the sector.		4	3	12	↔	Ousmane BASSE (DGPSN)	– Strengthen the workforce and capacity of the DGPSN and plan capacity building sessions

Ref.	Risk statement. The event we do not want to see and its potential impact on objectives	Comment. Explain how the risk might arise and the importance of the impact	Measures currently in place to address this risk	Impact Essential – 5 Major – 4 Moderate – 3 Minor – 2 Insignificant – 1	Likelihood Certain - 5 Likely – 4 Possible – 3 Unlikely – 2 Rare – 1	Total	Change ¹	Risk Owner ²	Additional risk response for the attention of the implementation team and the Steering Group
A	Weak ownership of the intervention by key actors in the system.	Resistance of the population vis a vis the different financing options for the social protection sector, such as those based on new taxes.	None	4	4	16	↔	Uzziel Twagirimana (WSM)	<ul style="list-style-type: none">– Reinforcement of the sensitization by involving political and local involving administrative, territorial authorities, religious and community leaders, civil society organizations;– Build on transparency and accountability by promoting the accountability culture with participation of civil society and the public.
		Non admission (resistance) of target populations for the RSPC		4	4	16	↔	Nafatounata Dramé Diakhaté (MTDSRI)	<ul style="list-style-type: none">– Awareness, involvement of artisans' organisations and other informal sector actors in the implementation of the RSPC

¹ The Change column is used during implementation and summarizes the change since the last time the risk register was presented. Three symbols are used:

- ⬆ Increase in the total level of risk
- ↔ No change in the total level of risk
- ⬇ Decrease in the total level of risk

² The Risk Owner column is used during implementation and records the name of the person with day-to-day responsibility for monitoring the risk and coordinating the response.

► Annex A9.A2. Outputs of the project

List of outputs, technical reports and studies produced by the project. All outputs listed here will be attached to the progress report.

Title of the output	Link to the activity of the logical framework	Status (not yet started/on-track/completed/endorsed by national stakeholders)
Initial planned activities		
Technical offer	5.2.1.5. Support the updating of the database of the national unified registry (RNU), in relation with the EU budget support	On-track <i>(The team is already recruited, and the data collection will start soon.)</i>
ToRs	5.3.1.1. Conduct a child poverty analysis (Multiple Overlapping Deprivation Analysis) in order to strengthen children-sensitive cash transfers and better meet children needs, notably in terms of nutrition and food security	On-track <i>(The ToRs have been developed and the call for submissions will be launched shortly)</i>
ToRs	5.1.2.1. Conduct a gender and a disability-sensitive review of the social protection system	On-track <i>(The ToRs have been developed and the call for submissions launched)</i>
ToRs	5.2.2.1. Build capacity of sub-national government's institutions for an improved implementation of the SNPS and social protection program (platform)	On-track <i>(The cash is already transferred, and the activity will take place in January of 2021)</i>
Draft of the technical note	5.2.2.2. Build capacity of the OSBS for a real-time monitoring, adequacy and sustainability of public spending in social protection sectors	On-track <i>(A technical note for the social protection scope is drafted)</i>
Draft of ToRs	6.3. Communication et de visibilité	On-track <i>(The ToRs have been developed and the call for submissions will be launched shortly)</i>
3 workshop presentations	5.1.1.2. Strengthen national capacities on public finance management and financing of social protection (with reference to the ILO Handbook on Fiscal Space)	On-track <i>(A first cycle of training and exchange was successfully implemented end of 2019. With support of ITC ILO, 16 national designers and implementers were trained on: impact assessment of SPP; Public Finance for SP analyst; and Policy and pensions management.)</i>
1 ToRs + 4 workshop presentations	5.2.2.7. With support of the Global coalition for social protection floors, implement information and capacity building activities of actors of the civil society and workers' representatives in the budget planning and monitoring tools, for accelerated advocacy for extending gender – and disability – sensitive adequate social protection, and secured by transparent and sustainable financing	On-track
Technical offer	5.2.1.5. Support the updating of the database of the national unified registry (RNU), in relation with the EU budget support	On-track <i>(The team is already recruited, and the data collection will start soon.)</i>

New activities for COVID-19 pandemic response		
Draft of TOR	The audit of the Single Registry (RNU)	On-track <i>(A draft of ToRs is developed)</i>
ToR	Formative evaluation of the utilization of the RNU in the social protection response to the COVID-19 pandemic	On-track <i>(The ToRs are developed, the manifestations of interest of consultants received and the offers' evaluation is ongoing)</i>
2 ToRs	Supporting the communication plan of the Social Protection Delegation and the Ministry of labour targeting the world of work and the vulnerable people against COVID-19.	On-track <i>(The consultant is recruited, the cash already transferred, and the activity will take place in January of 2021)</i>
ToRs	The feasibility study of the extension of the RNU to the new vulnerable groups affected by COVID-19 such as street children, informal individual small business, old age or people with several disabilities	Due to bottlenecks on the DGPSN's part in term of activities delivery, this activity is postponed to second quarter of 2021.

APPENDIX 10. UGANDA



Kampala Capital City Authority's Deputy Director of Gender, Community Services and Production, Josephine Lubwama, giving closing remarks following a presentation on the fiscal space analysis of adolescent social protection in Uganda at KCCA's Research Symposium on Urban Social Protection, December 2020.

► A10.1. Executive summary

The EU Global Joint Action “Improving Synergies between Social Protection and Public Finance Management” is being implemented by the International Labour Organisation (ILO), the United Nations Children’s Fund (UNICEF) and HelpAge International (HAI), representing the Global Coalition for Social Protection Floors (GCSPF) in Uganda, with an Inception Phase beginning October 2019, and a formal start in April 2020. The programme in Uganda is aimed at increasing the population’s social protection (SP) coverage, with a particular focus on the poor and vulnerable, to ensure that Uganda progressively moves towards universal social protection and effectively leverages public financial management (PFM). More specifically, in collaboration with government and other key stakeholders, the programme aims to improve the design and financing of Uganda’s SP system towards SDGs 1 and 10, and support the government of Uganda (GoU) in implementing and monitoring effective gender-sensitive and disability-inclusive social protection systems and programmes for all, while ensuring financial sustainability and macroeconomic stability.

The first year of the programme implementation, described in this report as running from October 2019–December 2020, encompassed a number of programmatic milestones, which included: (1) The establishment of strengthened bi-lateral consultations between the implementing partners and the EU country delegation broadened the understanding of current and planned EU programme support to the government of Uganda. The formalization of the programme, including establishment of country-level steering and coordination structures, and re-alignment of activities to factor in the COVID-19 pandemic; (2) strengthened coordination among key stakeholders (development partners and government) and provision of evidence to drive the national dialogue on the COVID-19 SP response; (3) provision of effective technical support for the implementation of the National Social Protection Policy (NSPP), including generation of evidence for decision-making.

The project made important strides in strengthening existing government systems, expanding the knowledge base through evidence, and supporting decision-making processes.

With the specific objective of improving partner countries’ design and financing of social protection systems, the project worked with government partners and other stakeholders, most notably Kampala Capital City Authority (KCCA), Ministry of Gender, Labour and Social Development (MoGLSD), the National Social Security Fund (NSSF) and the Social Protection Development Partners’ Group (SPDG), to develop Social Protection policy and programmatic documents to enhance policy coherence of sustainable development. Notably, this included the integration of Social Protection in the Third National Development Plan (NDP III) 2020/21–2024/25 and the United Nations Sustainable Development Cooperation Framework (2021–2025), as well as effective provision of technical assistance for the coordination of the social protection responses to COVID-19 and development of an urban social protection pilot initiative in Arua district to benefit urban refugees with labour intensive works.

Furthermore, the project had planned to identify measures to expand social protection coverage whilst reflecting and embedding social protection core principles as contained in the ILO social security Convention No. 102, Recommendation Nos. 202 (Social Protection Floors) and 204 (Transition from the Informal to Formal Economy). The COVID-19 pandemic delayed progress in this area. Capacity development activities towards Civil Society Organizations (CSOs) and Trade Unions (TUs) on social protection and public finance management processes were also affected by the pandemic, but a thorough assessment of Civil Society Organizations and TUs capacities, learning demands, challenges and good practices on the effective engagement with social protection and public finance management processes have been finalized, which will, together with a draft training module on SP and PFM for CSOs and TUs that was developed in 2020, form the foundation for a capacity development agenda in 2021 and beyond.

With the second specific objective of supporting the Government of Uganda (GoU) in implementing and monitoring effective SP systems and programmes, the project made positive progress in developing and improving monitoring & evaluation frameworks, and started consultations with Uganda’s Civil Society Organizations and Trade Unions towards developing a shared social

accountability approach for relevant social assistance programmes, on the basis of ongoing research to map-out good practices and challenges.

Notably, the GoU has fully nested social protection into the National Development Plan (NDP) III 2020/21–2024/25, with a clear vision for increased social protection coverage to reduce vulnerability and gender inequality along the lifecycle. However, the government's budget allocations are not commensurate with the outlined targets, and the pushback on social protection responses during the COVID-19 pandemic, as discussed in this report, indicate that there is a long road ahead. Still, the flexibility and adaptability of the project to the local context and environment have been critical to its success and relevance. While the project has not met all its outputs planned for the first year, it is still on track to achieve the set results and implementation of the proposed activities in subsequent years.

► A10.2. Budget/Planning information

Project budget:	1,849,484 (excluding GCSPF budget)		
Project duration in months:	44	Planned	Actual
Project start date (including inception phase):		October 2019	October 2019
Project end date:		May 2023	May 2023

► A10.3. Summary outputs

A6.3.1. Output delivery⁵⁴

Output	Output status	Output summary
Outcome 2: Improving partner countries' design and financing of social protection systems in support of their efforts towards SDGs 1 and 10.		
Result (R 1.1): Increased dialogue and coherence among sectors for the sustainable and adequate financing of universal social protection	Delay: Behind Schedule	<p>The Terms of Reference (ToR) to conduct a diagnostics and assessment of the Uganda social protection system developed. Study to commence in the first quarter of 2021.</p> <p>Evidence from COVID impact assessments and recovery plans provide strong basis for informing activities under this outcome. An inventory of schemes and programmes coverage will be informed by the planned diagnostic study on social protection programmes in Q1.</p> <p>The multi-stakeholder workshops will be undertaken in 2021.</p> <p>Through engagements with the National Identity Regulatory Authority (NIRA) and the Expanding Social Protection (ESP) programme the Uganda Social Protection Platform (USPP) gained a commitment that marginalized older persons without national identity documents are supported to access the Senior Citizens Grant.</p> <p>The CSO Steering Committee developed a Concept Note on how the USPP can engage in the Sector Review on the implementation of the National Social Protection Policy (NSPP) and participated in Review meetings on the NSPP. The USPP committed to jointly follow-up recommendations made in the Review by engaging the MoGLSD and relevant Parliamentary Committees in 2021.</p>

⁵⁴ Based on the Implementation Plan.

Output	Output status	Output summary
Result (R.1.2): Enhanced evidence and availability of tools that support the development of a national social protection floor and evidence-based decision-making.	On schedule	<ul style="list-style-type: none"> – Qualitative research study design proposed in collaboration with UNICEF's Office of Research; Brief on the unique challenges of adolescent girls and SP responses drafted and presented at Research Symposium. – Quantitative data collection approach designed and research paper delayed – pending in-person data collection activities; Study on systems strengthening drafted and presented at Research Symposium. – Policy brief on fiscal space for adolescent social protection drafted and presented at Research Symposium; Guidance on transition to programme-based budgeting through televised national discussion completed, with accompanying budget briefs under development. – Concept note and ToRs for the development of a paper on informal and rural economy developed – undergoing final review for contracting. Activity will be conducted in Q1 2021. – Initial engagements undertaken with the NSSF to identify priorities and agree on a proposed work-plan whose implementation will commence Q1. Priorities include research towards conducting studies and actuarial reviews, support towards improving governance and strengthening capacity and systems that will promote assurance, safety and guarantee of contributions. – Discussions with key stakeholders on the focus and methodology of the study on effectiveness of Uganda's social accountability started in December 2021 and TOR will be developed and finalized in February 2021. – The concept and focus for the advocacy policy briefs discussed internally and agreed will be developed in Q2 2021. They have been delayed to allow for the piloting of the shared CSO social accountability mechanism.
Outcome 2: Improving partner countries' design and financing of social protection systems in support of their efforts towards SDGs 1 and 10.		
Result (R2.1): Strengthened capacities of partners to achieve the best impact of diversified sources of funding for social protection, prioritizing children, workers in the informal sector, and older persons.	On schedule	<ul style="list-style-type: none"> – Two participants from the workers' organization – Central Organization of Free trade Unions (COFTU) and the National Organization of Trade Unions (NOTU) participated in the ITCILO training. – Discussions and related actions regarding the timing, location and focus of the international peer to peer learning on SP&PFM within GCSPF initiated. – A second draft introductory training manual on SP and PFM has been developed and a first virtual training will be held in February 2021. A comprehensive assessment of capacities and learning needs of Ugandan CSO/TUs has been finalized and will serve as the basis for an in-depth and Uganda-specific training module to be developed in 2021. – Following the finalization of the SP/PFM training module in Q1 of 2021, the trainings targeting the CSOs and Trade Union members on SP&PFM will take place throughout 2021.

Output	Output status	Output summary
Result 2.2: Strengthened knowledge and technical capacities of government officials and civil society organisations to deliver, monitor and report on social protection programmes, with participation of training institutions and civil society.	On schedule	<ul style="list-style-type: none"> – Planned participation of two MoGLSD officials in Community of Practice on Cash Transfers in Africa event was postponed as consequence of travel restrictions. – A comprehensive mapping and review of social accountability practices of CSO/TUs in Uganda had been launched in December 2020 and will be finalized in Q1 of 2021. Following the assessment, a shared approach to social accountability will be agreed on, and piloted, in 2021. – The training on increased capacities of CSO members on grassroots/community-based social accountability will take place in 2021, following the ongoing assessment of social accountability approaches in Uganda, which will be finalized in Q1 2021. – Urban social protection programme document drafted and under revision by government (projected completion Q3 2021); M&E framework established and routinely monitored, with data collection ongoing, and quarterly revisions of effectiveness. – Research Symposium for key stakeholders' on transition to programme-based budgeting held.

A10.3.2. Outputs: Overall delivery assessment

<input type="checkbox"/>	Highly satisfactory Implementation of almost all (>80%) outputs is on schedule as envisaged in the implementation plan and almost all (>80%) indicator milestones have been met.	<input checked="" type="checkbox"/>	Satisfactory Implementation of the majority (60–80%) of outputs is on schedule as envisaged in the implementation plan and the majority (60–80%) of indicator milestones have been met.
<input type="checkbox"/>	Unsatisfactory Some (40–60%) outputs are being implemented on schedule as envisaged in the implementation plan and/or only some (40–60%) indicator milestones have been met.	<input type="checkbox"/>	Very unsatisfactory Few (<40%) outputs are being implemented on schedule as envisaged in the implementation plan and/or only a few (<40%) indicator milestones have been met.

► A10.4. Summary outcomes

A10.4.1. Outcome achievement⁵⁵

This table is based on the project's log frame and the annual targets set in the multi-annual work plan.

Indicator	Baseline (before project start)	Indicator Milestone (compare planned against actual)	Target (end-of-project goal)	Immediate Outcome summary
Outcome 1: To improve partner countries' design and financing of social protection systems in support of their efforts towards SDGs 1 and 10				
Number of social protection policy and programmatic documents, disaggregated by countries with mechanisms in place to enhance policy coherence of sustainable development (SDG 17.14.1)	No social protection policy and programmatic documents in place for age- and gender-sensitive SP programmes	TARGET: Integration of GEG into KCCA strategy completed PROGRESS: Integration of Girls-Empowering-Girls initiative into KCCA Budget Framework Paper; M&E Framework designed and actively implemented by KCCA	GoU has published programmatic documents and established mechanisms to sustain and scale SP for children	On track: most milestones met National coordination mechanisms effectively implemented and ongoing; Two national dialogues organized and led by GoU (on SP research and PFM); Programme documents on urban social protection and systems strengthening approach paper drafted.
Measures identified that expand social protection coverage and reflect core principles of international standards (UDHR, CRPD, R202, C102).	Zero	Country policy and programmatic documents in planning phase	At least two new social protection measures identified with the GoU (e.g. SP for informal sector workers, improvements to NSSF, etc.) by end of Action	On track: most milestones met Target will be achieved in the subsequent years
Outcome 2: To support the government in implementing and monitoring effective gender-sensitive and disability-inclusive social protection systems and programmes for all while ensuring financial sustainability and macroeconomic stability				
Number new or improved M&E frameworks	Parallel M&E frameworks for social protection which do not align well, and which are not well-monitored in practice (Ministry of Gender, Labour and Social Development, 2019)	Civil society accountability framework under development	A shared civil society social accountability approach for relevant social assistance programmes developed in 2020 and piloted it in 2021	On track: most milestones met A comprehensive mapping and review of social accountability practices of CSO/TUs in Uganda has been launched in December 2020 and will be finalized in Q1 of 2021. Following the assessment, a shared approach to social accountability will be agreed on, and piloted, in 2021.

⁵⁵ Based on the M&E plan.

A10.4.2. Achievement of the project outcomes

<input type="checkbox"/>	Highly probable Almost all (>80%) reporting period milestones have been met. Based on the indicators and risk assessment, it is highly probable all outcomes will be achieved by the end of the project.	<input checked="" type="checkbox"/>	Probable The majority (60–80%) of reporting period milestones have been met. Based on the indicators and risk assessment, it is probable the majority of outcomes will be achieved.
<input type="checkbox"/>	Low probability Some (40–60%) reporting period milestones have been. Progress is being made on the outcomes but based on the indicators and risk assessment only some outcomes will be achieved.	<input type="checkbox"/>	Improbable Few (<40%) reporting period milestones have been met. Limited progress is being made on the outcomes and based on the indicators and risk assessment only a few outcomes will be achieved.

► A10.5. Narrative report: Managing for results

During the inception phase, the project was presented to various stakeholders including the social protection Donor Working Group. These consultations were instrumental in introducing the project and inviting possible partnerships. The Project Document with a multi-annual work plan, budget, and communication and visibility strategy was submitted and approved by the European Commission's Directorate-General for International Partnerships (DG INTPA).

Project implementation is actively managed in Uganda through a combination of regular and ad hoc coordination structures. These include the National Steering Committee on social protection, the Social Protection Donors' Group, the Public Expenditure Management Committee and the CSO Steering Committee. Following an active phase of consultations and collaboration in designing the country project document, the implementing partners' technical representatives set up monthly coordination meetings for ILO, UNICEF and HAI, with additional meetings and discussions around specific interventions and products. This is to ensure the three partners are aligned in joint activities and seeking inputs from each other on activities being led by individual agencies for greater collaboration.

In addition, the team holds regular check-ins with the EU representative to share progress updates and discuss timely and emerging issues on a quarterly basis, or as needed. Finally, the team has established an expanded Steering Committee (SC), incorporating other relevant institutions that include NSSF and the Social Partners, which is chaired by the MoGLSD, and had an initial discussion on the structure of the SC, and will avoid siloed coordination by integrating it into existing government structures and systems, namely through the MoGLSD's Quarterly Expanding Social Protection Steering Committee review meetings.

The three implementing partners remain guided by the work plan and logframe, and close cooperation between implementing agencies is further supported by the development of a joint policy engagement and advocacy matrix. While the COVID-19 pandemic has disrupted a number of planned activities, the implementing partners have transitioned coordination to virtual platforms, and managed to find alternative implementation modalities for a number of activities as local counterparts have also been successful in managing the transition to virtual engagement and implementation.

On the civil society side, the project is building on existing coordination structures, in particular the Uganda Social Protection Platform (USPP), and has further created a Civil Society Steering Committee made up of organizations representing recipients and vulnerable groups across the life cycle.

A10.5.1. Progress summary

As was highlighted in the Inception Report, the primary results and achievements during the year included the finalization and approval of the Project Document, coordination and communication of the project among key stakeholders, swift engagement on the COVID-19 response, and the

implementation of a number of previously planned activities. Notably, the project successfully aligned with Uganda's Third National Development Plan (NDP III) and the United Nations Sustainable Development Cooperation Framework (UNSDCF), which also created opportunities to advocate further on the need for more comprehensive Social Protection coverage.

The establishment of strengthened bi-lateral consultations between the implementing partners and the EU country delegation broadened the understanding of current and planned EU programme support to the government of Uganda. This enabled the IPs to appropriately situate the project within the expectations of the broader EU programme support to Uganda, with the vision of developing a more comprehensive and coherent SP framework and for the project to effectively contribute to policy dialogue on strategic themes around public financing of SP programmes, including the recurrent budget frameworks.

Some key results achieved during the first year of the project as highlighted in the output summary report included: supporting structured coordination efforts through involvement and participation of the project in various coordination structures, including engagement of Ugandan civil society through existing CSO coordination structures; evidence generation and the provision of technical assistance for: (1) the COVID-19 SP response; (2) urban social protection; and (3) PFM systems, including the transition to programme-based budgeting.

Clarity of the project and implementation modalities

- Defining a common understanding of the overall objectives, intended results, and strategy of the project in Uganda;
- Participation of the programme country team in a validation workshop in Brussels;
- Drafting, iterating, and finalizing the country project document, with budget, visibility and communication strategy, and log frame and related indicators (including data collection, assumptions, and risk assessment).

Stakeholder engagements and consensus reached on the project and approach, and establishment of country-level steering and coordination structures

- Consultations with global counterparts and national stakeholders (including the EU country delegation, government stakeholders, development partners, civil society, and others);
- Validation processes and the establishment of a Steering Committee that includes the social partners and NSSF, with MoGLSD, and securing approval of the project document;
- Constitution and inaugural meeting of the Civil Society and Trade Union (CSO/TU) Steering Committee to draft a programme workplan for the CSO/Trade Union component;
- Implementation of a Validation Workshop with the Uganda Social Protection Platform (USPP) of the workplan developed by the CSO/Trade Union Steering Committee;
- Organizing in-country consultation events and workshops;
- Drafting of an Advocacy Matrix, in collaboration with local EU counterparts, to highlight key stakeholders and planned collaboration approaches;
- Drafting a joint presentation and common messaging guide on the project for onward briefing and communication for strategic audiences; such as MoGLSD and that of Finance;
- Presentation of the project to key national stakeholders, including GoU (MoGLSD, NSSF, KCCA), key working groups (PFM working group and SP development partners), and civil society actors;
- Dialogue with NSSF on enabling a consolidated social insurance scheme in Uganda, where potential areas of support were identified, along the areas of research, capacity strengthening, innovation and advocacy;
- Systematic engagement with KCCA to identify evidence needs and support coordination efforts to institutionalize cash transfer programming and advocate for greater fiscal space;

- Periodic meetings between the project partners and the EC Delegate to share updates and coordinate on a common approach for implementation.

Implementation of the planned programme activities for the first year

- Human resources and management modalities in place (proceeding with the recruitment of ILO support staff);⁵⁶
- Stakeholder coordination mechanisms instituted;
- Identification of key priorities for the implementation of the National Social Protection Policy governance discussions with the MoGLSD;
- The design and preparation for research activities (see Annex 2) and stakeholder engagement;
- Engagement with MoGLSD during quarterly Expanding Social Protection Steering Committee meetings to highlight the need for more comprehensive SP coverage;
- Participation in the Accountability Working Group and discussions over presentations of the programme to MoFPED with EU counterparts;
- The development of SP microsimulations for the COVID-19 response that were used by GoU (MoGLSD and MoFPED) in reviewing potential SP responses through national systems, as well as development partners looking to provide budgetary support or implement programmes (DFID/FCDO, Irish Aid, USAID, WFP, Sida, etc.) and the World Bank and the IMF as they prepared their funding packages;
- The positioning of the project as a key lever for discussions around the importance of public finance management for social protection in Uganda;
- Inception virtual meetings held with the heads of social partners to formally introduce the project, including nomination of representation of NOTU, COFTU and FUE to the national SP Steering Committee;
- The design and development of a comprehensive research agenda on urban social protection, led by government with support of the project;
- Data collection and analysis to better understand needs and the returns on investment from targeted social protection, leading to the preparation of three research products: two policy briefs from Uganda's Economic Policy Research Centre (focusing on urban social protection for adolescent girls and a fiscal space analysis for adolescent SP), as well as a discussion paper on systems strengthening for SP, written by the Economic Policy Research Institute;
- Support for KCCA to organize a Research Symposium to discuss key challenges in urban environments, with participation from urban authorities, government institutions, and research institutions to generate meaningful dialogue. This was also an important platform for the GoU to share evidence and directly advocate for comprehensive SP, highlighting the critical importance of this work in light of the COVID pandemic;
- Organization of a televised Public Dialogue on Programme-Based Budgeting, with a focus on the Human Capital Development programme in the NDP III, organized by the Uganda's Economic Policy Research Centre (EPRC) and the project, with leadership from MoFPED and National Planning Authority, to raise awareness and understanding of programme-based budgeting, and its implications for social development in Uganda, including social protection;
- Commissioning of budget briefs to visualize the annual budget and help key stakeholders identify opportunities for engagement, to be published by EPRC in early 2021;
- Support for strategically select government officials to participate in PFM and SP training, with two social partners members enrolled in the 'E-coaching on Social Protection: Towards Responsive Systems' course;

⁵⁶ Technical Officer, Finance and Administrative Assistant and project Driver.

- Constitution of a five-member CSO/TU Steering Committee to strengthen coordination between CSO and TUs in the context of the project, and to provide technical guidance to the coordinating organisation in the implementation of activities (this committee has met four times since the inception of the project);
- Support for the Uganda Social Protection Platform (USPP), the main forum to coordinate advocacy engagements of CSOs and TUs on social protection in Uganda, to become a registered legal entity, which will enhance the Platform's standing, sustainability and functioning. A nine-member Executive Committee comprising of representatives from USPP member organisations has been constituted and met twice in 2020;
- Completing a participatory assessment of CSO/TU capacities, challenges, good practices and learning demands around the active and effective participation in SP and PFM processes by HELPAGE, together with USPP. The assessment will be used in the design of a training manual for CSOs/TUs on SP and PFM in 2021, building on an introductory PFM training currently being developed by the GCSPF at the global level;
- Launching the mapping of practices and approaches of community-based social accountability towards SP in Uganda by HELPAGE, which will provide the foundation for the development of a shared approach to social accountability and training for Uganda's CSOs/TUs in 2021;
- Development of an advanced draft global CSO/TU training module on key concepts and elements of PFM and opportunities for CSO/TUs to engage to achieve increased fiscal space for social protection. The training will be finalized and rolled-out to CSO/TUs in 2021.

(i) Improved gender equality in social protection coverage

Gender-responsive and age-sensitive social protection are still nascent features of Uganda's SP environment but are not without a foundation of evidence and an existing set of policymaker champions. Notably, the National Social Protection Policy highlights the importance of comprehensive SP, and the national roll-out of the Senior Citizens' Grant (SCG) in all districts is a positive milestone and creates space for discussion of deeper engagement with the MoGLSD and other GoU stakeholders around improved gender equality in SP coverage. Given the *feminization of ageing* and lack of pension coverage for older women, many of which now have basic income security for the first time, this has important implications on gender equality in SP. The expansion of the SCG follows years of research and advocacy by HAI, USPP and others, which also advocated with the GoU to ensure programme continuity of the SCG during the pandemic.

A cornerstone contribution of this project has been furthering the agenda of improved gender equality in social protection coverage. Notably, despite the challenges in the broader country context regarding SP, the strong foundation established with KCCA resulted in their championing of urban social protection for adolescent girls, raising the visibility of differentiated needs across gender, age and geography. In December 2020, KCCA organized a Research Symposium to share the results achieved during the first year's implementation of the GirlsEmpoweringGirls programme, and the project directly supported that key outcome. Notably, the project built capacity, increased ownership, and strengthened systems to allow KCCA to confidently lead and champion the programme, navigating the complex political environment and emphasizing the significance of targeted social protection interventions like this one.

Specific research outputs from this work include those presented at the Research Symposium (Concept Note attached as Annex) with two policy briefs and a paper forthcoming, as noted in the agenda. The project is also actively supporting KCCA with critical administrative and operational data, facilitating real-time decision-making and allowing management to adjust the programme based on feedback coming from the programme. Notably, this two-way communication channel has also resulted in improvements within KCCA's own service provision, flagging where there were deficiencies in the services on the ground and allowing direct advocacy into government. As qualitative and quantitative research continues to feed back into policy-making, the project will continue working with government partners to raise nuances of age, gender and geography in policy dialogues.

Furthermore, KCCA has effectively leveraged its first phase of the urban SP programme to raise the issues of gender challenges within an urban context, and can be commended for being the only SP programme to adapt immediately to the pandemic, approving a business continuity plan on the very

same day that the President announced school closures, a curfew and restrictions in movement, among other restrictions. In addition to the fast transition in implementation to align with the Ministry of Health's recommendations, KCCA took significant strides to ensure programme continuity, even taking on the distribution of cash transfers directly at the end of the year – a testament to GoU ownership.

(ii) Improved disability-inclusiveness of the social protection system

The project did not see significant progress in the strengthening of a more disability-inclusive SP system. While the existing SP coverage primarily includes senior citizens, a population with high levels of disability, the government has had to develop alternative implementation modalities to cater for disability but has not necessarily made disability a priority in the SP system. In a recently concluded review of the Disability Act, the importance of SP interventions to be age- and disability-sensitive was emphasized by the GoU, but no specific targets defined. The GoU disability grant programme is limited in scope and focused on income-generating opportunities, as opposed to disability being a vulnerability targeting mechanism, so no major progress was noted during this period.

(iii) Improved shock-responsiveness of the social protection system

During the 2019 Social Protection Sub-Sector Review, shock-responsive social protection (SRSP) was discussed but also not determined to be a significant priority for Uganda, particularly given the low levels of SP coverage. However, the COVID-19 pandemic has raised significant interest in designing and developing SRSP in the country, particularly among the WB, WFP and ILO, who have been advocating with the government to include shock-responsive programming into their strategy. In supporting advances in SRSP, the implementing partners participated in developing shock-responsive messages that were included in a publicly broadcast National Dialogue on Social Protection in November 2020, where the government acknowledged the importance of SP and SRSP, and MoGLSD committed to discussing the issue further. While there were no firm commitments, SRSP will continue to be explored but there is also a risk in development partners pushing for SRSP at the expense of advocacy for comprehensive SP as a short-term priority.

When it comes to the COVID-19 pandemic shock, development partners, including those in the project team, were quick to coordinate and propose a number of interventions. As was detailed in the Inception Report, critical support was provided through the timely development of SP microsimulations to guide decision-making and design decisions, as well for critical engagements with MoFPED (see presentation in Annex). UNICEF in particular worked closely with key DPs to propose strategies to provide emergency relief in the absence of a strong SP scaffolding Single or Social Registries for vertical or horizontal piggybacking/expansion efforts. Even in the absence of strong systems to tap into and with the design of tangible SP responses funded by development partners, GoU was hesitant to approve due to concerns over the long-term fiscal commitments that could be expected from them, or perceived by the community (particularly during an election year). To that end, very few COVID-19 SP interventions were ultimately approved or implemented by the GoU, while one that was approved was ultimately cancelled after launch due to political sensitivities around the election period. Namely, a USAID-funded one-off cash transfer programme to support urban residents (with additional planned funding from FCDO) was launched by the Minister of Local Government before being halted by the suspension of the implementing non-profit organization. After two months of discussion, it became clear that the suspension would not be lifted and the programme had to be shut down without cash transfers being paid out. While there was a strong push from the development community to respond to the pandemic, government leadership is critical in the actualisation of such interventions, particularly in a charged socio-political environment.

Finally, when it comes to the government's adaptations of its SP systems, it should be noted that the majority of GoU SP interventions were paused in the early stages of the pandemic. Implementation protocols were adjusted and special measures put in place to facilitate disbursement of the cash transfers, particularly Senior Citizen's Grant (SCG), to allow recipients to receive six-month tranches (as opposed to two-month tranches) and with more flexibility for payment delivery (including through authorized recipients and transport for funds delivery). Notably, the KCCA urban SP programme also pivoted immediately in response to the pandemic, providing digital mentoring services, designing contingency cash transfers to incentivize school returns, and implemented data feedback loops

(leveraging the programme to identify geographic areas that needed further services from city authorities).

(iv) Improved social protection coverage for informal economy workers

Greater interest in having SP programmes for informal economy workers arose as a result of the COVID-19 pandemic, both through a realization of the need to strengthen the tax base to finance SP intervention through a more formalized employment sector, as well as due to the realization of their vulnerability, in terms of job and income losses during the pandemic, particularly in urban areas (where the economic impact was felt the most). The inclusion of informal economy workers as a focus group in this project remains a substantive element of the country strategy. One of the few SP interventions authorized by the GoU was a pilot Labour-Intensive Public Works Programme (LIPW) for urban areas funded by the World Bank and the ILO (under the PROSPECTS Project), which also creates an opportunity for advocacy and systems strengthening, though the implementation of this intervention has also experienced some challenges given concerns over the expectation of long-term fiscal commitment from the GoU, underscoring the complex political economy considerations for SP and PFM interventions. The project worked closely with the World Bank in designing potential SP responses, and following the confirmation of the LIPW, the project engaged directly on operationalizing this intervention through the PROSPECTS programme.

The key focus for the project regarding extension of coverage to the informal workers will be on undertaking a diagnostic study on informal economy with the aim of understanding current situation of workers in the informal economy, barriers to extension of coverage and formalization. This exercise will culminate into identification of policy options through consultative and participative processes involving key stakeholders.

A10.5.2. Evaluations, reviews and monitoring

The research activities so far undertaken are designed to generate evidence and data to support policy processes but also to help in project evaluations, review and monitoring, including update on indicators and targets.

No major evaluations of the project were completed during the first year of the project. Progress and challenges in the project implementation were primarily estimated by the implementing partners and discussed during regular coordination meetings, as well as in the Inception Report. Further progress on the evaluation of the global EU Joint Action is being led by implementing partners at headquarters level and not included in this report.

A10.5.3. Main challenges, risks and corrective action

The project implementation faced some risks and challenges during the first year, with some linked to COVID-19 and others independent of the pandemic. Those independent risks have been highlighted in the risk matrix and are also associated with the challenges of implementing the project in a country with low levels of SP coverage and limited fiscal investment with less than 1% of the budget invested in social development. In addition, the generally poor conceptualization of PFM as an essential element for the sustainable financing of SP across the lifecycle among government actors presents some challenges for implementation. It should also be noted that the impact of COVID-19 triggered an economic contraction, both globally and nationally, which is likely to affect government's future support for SP scale-up and even potentially maintenance in a fiscally constrained environment with limited domestic revenue mobilization and deficit financing being an unlikely scenario.

With the outbreak of the global pandemic, restrictions on movement and in-person meetings were announced in mid-March 2020, and this introduced additional challenges not only for GoU SP interventions but also for the project's implementation. As GoU priorities shifted to short-term mitigation of the pandemic, including, among others, establishing guidelines for the safe continuation of the provision of services (including social care and support, as well as the SCG payments and LIPW schemes), development partners proposed a number of interventions that received significant pushback from the GoU. Notably, the GoU's preference for LIPW, "cash plus" programmes, and contributory schemes (such as social security and pension), required significant discussions over the most appropriate SP response. While there was a 200% increase in SP globally in response to the

pandemic, the same was not the case in Uganda, and this restricted the country programme's response opportunities. This challenge was further exacerbated due to the election cycle and politicization of COVID-19 responses, including delivery of in-kind and cash support, perceived as having the potential to support opposition parties. Notably, a large-scale urban cash transfer response to the COVID-19 pandemic, funded by the US and UK governments, aiming to distribute USD 15 million was ultimately cancelled in a tense political climate exacerbated by the election cycle.

In Uganda, the nascent SP environment and limited focus on social development investments has resulted in a national narrative of SP being framed as important, but also taken care of, given the presence of a programme with national coverage (Senior Citizens' Grant (SCG)). This is despite the fact that the actual coverage of the programme is limited due to eligibility criteria (aged 80+ with valid ID and restricted to Ugandan citizens). The national SP dialogue, initially concentrated on the operationalization of the SCG national expansion, leaves little space for discussion on strengthening other SP interventions (such as those targeting additional vulnerable groups or addressing the deficiencies in social care and support services that had been identified and highlighted in the 2019 Social Protection Sub-Sector Review). Furthermore, while the SCG is funded by the GoU, it also receives financial support from development partners (UK and Ireland) that will be ending soon, calling into question the sustainability of the programme.

Furthermore, while the SP targets in the NDP III are ambitious, which is extremely positive, the proposed budget is not aligned and insufficient to achieve that vision. Therefore, it is unclear how the projected funds will allow the government to achieve the stated targets. The partners are raising these questions through feedback being provided on the draft Programme Implementation Action Plan for the Human Capital Development programme, but delays in the Social Sector Review and preparations of the SP Programme Plan of Interventions signal that progress will be slow and GoU leadership remains critical.

The implementing partners actively participated in the COVID-19 response, as was highlighted in the Inception Report, and planned project activities (such as the socialization of the project, evidence generation and stakeholder engagements) experienced delays or adaptations to implementation approaches given the pandemic. Furthermore, travel by international experts was paused, which slowed progress on a number of planned results. Trainings and conferences were either postponed, made virtual, or implemented in a reduced scope given government guidelines. While the project team adopted a flexible implementation approach, a number of activities have been delayed or not yet started, primarily as a result of the pandemic.

The pandemic shifted priorities for the government, meaning that some research and dialogue activities had to be delayed as the government prioritized the acute needs and pandemic response. The pandemic also impacted most activities that required in-person gatherings (particularly at the outset of the pandemic declaration), as well as travels planned to support government partners to attend international capacity-building activities. While the pandemic is likely to continue affecting the programme in 2021, steps are being taken to adapt the project and support activities where there is greatest urgency (such as the COVID-19 SP response) and engagement from the GoU (supporting SP champions within the GoU and implementing timely interventions and support). For the most part, activities in 2020 focused on the preparation of training modules and scoping studies, building GoU capacity and generating evidence, and coordinating with the GoU and CSO counterparts, and many activities were able to be adapted or will be implemented in the next year.

UNICEF succeeded in implementing a number of planned activities, ranging from evidence generation to capacity building. Notably, it took on a leadership role in coordinating the SP response to the COVID-19 pandemic, through evidence generation to support decision-making, leading discussions with GoU and development partners on the SP response and supporting KCCA as it pivoted implementation to ensure programme continuity. Notably, it also worked with the GoU to identify priority research areas, worked with researchers to design creative data collection approaches, and produced a number of research materials that were later presented in public fora during the aforementioned KCCA Research Symposium and Public Dialogue on Programme-Based Budgeting for Human Capital Development. UNICEF also worked closely with government counterparts to ensure programme continuity for KCCA's urban social protection programme, and worked with development partners to help them better understand the systems scaffolding for SP interventions aligned with GoU priorities.

HelpAge has been successful in adapting its learning and evidence generating activities but had to postpone some in-person advocacy activities to 2021 due to COVID-19. In-person learning, engagement and advocacy activities were central to HAI's 2020 workplan; however, COVID-19 and restrictions on travel and in-person meetings required a shift in HAI's approach during the first project year. On the whole, HAI has successfully adapted to the situation by replacing in-person conferences and engagement activities with virtual or smaller meetings, in line with the Ministry of Health's COVID-19 guidelines. For instance, the assessment of CSOs/TU's capacities to actively engaging in SP and PFM processes, which was supposed to be based on in-person participatory conferences, was conducted entirely online and through one-on-one meetings with selected key informants. The report was validated online through the CSO/TU Steering Committee, which had been meeting largely online throughout 2020. The ongoing mapping of CSO/TU social accountability approaches follows the same 'COVID-19-secure' approach, mixing virtual group meetings with one-on-one key informant interviews.

While research activities are on track despite COVID-19, HAI has decided to postpone the facilitation of in-person advocacy activities towards 2021, to comply with regulations and ensure participants' safety, and in recognition of the limited access to policy makers during the pandemic, as well as the election campaign in the fourth quarter of 2020. HAI has developed a concept note for these advocacy engagements and will undertake them in 2021 in the run-up to the new budget. Furthermore, longer-than-anticipated timelines of evidence generation during COVID-19 has pushed back activities that were to be based on their findings. For instance, the capacity assessment of CSOs/TUs on SP and PFM, which has been completed by the end of 2020, is to form the basis of the training module on SP and PFM for CSOs/TUs, which will now be developed in 2021. This progress will be facilitated by a global introductory training module on SP and PFM that has been developed in December 2020. The same is true for the mapping of social accountability approaches, which is ongoing, and will inform the development of a training module, and a shared approach, on social accountability in 2021 (instead of, as planned, in 2020).

A10.5.4. Opportunities and corresponding strategy adjustments

While the pandemic has made many things harder, it also had some silver linings, with an increase in the relevance and visibility of SP. The pandemic impacted the implementation of the country programme (as detailed above), but it also helped open doors for increased collaboration among development partners and with civil society in shaping advocacy for increased SP coverage. This includes the participation of HelpAge in the Social Protection Development Partners Group (SPDP) and MoGLSD quarterly Steering Committee meetings, as well as support provided to the activities of the Uganda Social Protection Platform (USPP) in the context of COVID-19 (see section 5.5). In line with this, support was extended to the Central Organisation of Free Trade Unions (COFTU), the National Organization of Trade Unions (NOTU) and the Federation of Uganda Employers (FUE) to develop and promote COVID-19 risk communication activities reaching out to mainly the informal economy, and assessing COVID-19 response mechanisms among the informal economy; ensuring business continuity while advocating for protection of rights. Some of the strategy adjustments in response to the challenges have been highlighted above, so are not detailed in this section.

In terms of adjusting the work plan, logframe, budget and indicators, the partners are not planning to make any adjustments, as it has found government counterparts to be open to the continuous engagement and has found effective alternatives for the majority of implementation activities, despite the challenges encountered during the COVID-19 pandemic.

However, the partners adjusted their implementation strategy to adapt to the constraints of the pandemic, and were able to make significant progress towards targets planned for 2020. Work towards targets not achieved in 2020 is ongoing and will be achieved in 2021.

Despite the challenges that contributed to the delayed progress on some activities, such as facilitation of national assessments and dialogue, efforts will be made to fast-track these activities and ensure the delivery of the set results.

A10.5.5. Contribution of the Project to the COVID-19 response

As was highlighted in the Inception Report, key contributions of the project to the COVID-19 response during the first year of the project implementation included:

- The implementing partners supported and informed the national COVID-19 SP response and recovery actions;
- Active engagements, coordination and technical support was provided to national stakeholders (development partners and government) in proposing an SP response and assessing the country's readiness for COVID-19 and its economic aftermath;
- Analytical papers were developed by the project and leveraged by the SP development partners working group to help guide government and other key stakeholders on a range of issues to estimate the impact of a wide range of potential SP interventions, including design tweaks, piggybacking, and both vertical and horizontal expansion of cash transfer programming;
- Further analyses included the refinement of proposed models based on rates of multidimensional poverty, ultimately resulting in alignment with government priorities;
- Working closely with the World Bank (WB) and the International Monetary Fund (IMF), the project leveraged these analyses to help inform the design of the WB's DPO, as well as the approved IMF programme; the analyses were also leveraged by SP development partners and the Donor Economist Group to present and prioritize options for Ministries of Finance and Gender's leadership (presentation included in Annex);
- While not directly funded by this project, UNICEF also worked with WFP to support in their operationalization of a COVID-19 one-off cash transfer to pregnant and lactating women, and those with children under two, through a UN Joint Programme in the West Nile, which was among the very few cash transfer responses approved by the GoU during the pandemic;
- Similarly, the project worked with development partners to address the government's pushback on a USAID and FCDO-funded COVID-19 cash transfer programme in urban areas, advocating for government leadership and exploring mitigation strategies;
- Initiatives were developed in collaboration with the social partners on risk communication activities for comprehensive workplace responses, ensuring compliance with labour standards and COVID-19 control measures – recognizing the importance of protection of workers already in vulnerable situations – such as informal economy workers, People Living With HIV/Aids (PLWHA) and Persons with Disabilities (PWD);
- Together with its network members in Uganda (Reach the Aged Association, Reach One Touch One Ministries, Grandmothers Consortium and HealthNest Uganda) the project worked closely with the District COVID-19 Task Forces of Wakiso, Entebbe and Kampala to create awareness about COVID-19 and ways to reduce the risk of infection, focusing in particular on older people and their families;
- The project worked with radio and TV stations to widely communicate important preventive messages for older people, which were developed in collaboration with the MoGLSD, and the project helped KCCA deliver similar messages to adolescent girls and local leaders in Kampala, generating feedback loops with girls informing KCCA on the delivery of food assistance and feedback on services provided by city authorities;
- The project held virtual engagement meetings with the MoGLSD to encourage and guide the release of payments, which were put on hold at the start of the pandemic but were successfully resumed in June 2020.

A10.5.6. Specific interventions related to public finance management

One of the key actions on SP costing was during the COVID-19 response, as the project worked with researchers to develop microsimulations of SP interventions that were likely to resonate with the government (including the Ministry of Finance). Namely, through a prioritization of most vulnerable groups and geographies, the microsimulations were used to guide development partners and government stakeholders in SP decision-making.

In addition, the project raised awareness of PFM issues through a number of engagements, including two events led by government. The first was the KCCA Research Symposium – an opportunity for KCCA to highlight some of the work and evidence around their urban SP programme and highlight the unique challenges faced by adolescent girls (and emphasize the need for targeted SP interventions), the importance of systems strengthening and partnership, and an exploration of the fiscal space for adolescent social protection. As more evidence is generated, KCCA plans to hold annual events to share similar research and support their advocacy for expanded domestic financing for SP, from its integration as a vote in the Budget Framework Papers, to budget allocations from MoFPED. The second event was a Public Dialogue on Programme-Based Budgeting for Human Capital Development to raise awareness of PFM issues in the social sector. To reach a wider audience, this event was also aired on national television, and participation from key government stakeholders (MoFPED and the National Planning Authority) was important for advocacy.

This issue also came out as critical for PFM action, as the government transitions from sector-based to programme-based budgeting, with social sector investments being nested in the Human Capital Development programme. The implementing partners have also been actively participating in advocacy for SP within the current NDP, including the Programme Implementation Action Plan, and one of the ways in which the project is engaging is by helping stakeholders understand the transition towards, and implications of programme-based budgeting.

The project developed and finalized a comprehensive assessment of CSOs/TU's capacities and experiences in effectively engaging in SP and PFM processes, which revealed that most CSOs/TUs have only limited knowledge and skills to engage in PFM. This re-confirmed the relevance of the planned training on ways for CSOs/TUs to engage constructively in SP-focused PFM processes, and is a key part of its strategy for continued engagement. On the global level, the GCSPF has developed a draft CSO/TU training module on key concepts and elements of PFM and opportunities for CSO/TUs to engage to achieve increased fiscal space for social protection. The training will be finalized and rolled-out to CSO/TUs and other interested stakeholders in 2021, starting with a training in February 2021. Together with the CSO/TU capacity assessment on SP and PFM, this training module is expected to enable an active engagement of CSO/TU in key PFM processes in 2021 and going forward.

Some of the other activities around strengthening synergies between PFM and SP were highlighted in the discussions around the COVID-19 response, and particularly the collaborations with the World Bank and IMF in thinking through their budget support. The implementing partners have also been engaging more through PFM platforms, such as the Accountability Working Group (which is strongly supported by the EU Delegation), to increase the visibility of SP issues in PFM circles.

A10.5.7. Complementarity with the EU Delegation's interventions and on-going and future Budget Support Programmes

The project implementing partners met with the local EU counterpart early during the design phase of the project and discussed collaboration opportunities throughout the first year of implementation. The EU representative facilitated key introductions and suggested platforms for PFM engagement. Through collaboration with the EU, the implementing partners presented the project at the PFM working group, and were invited to join and participate in the Accountability Working Group. During the COVID-19 pandemic, discussions were also held to identify opportunities to strengthen advocacy with MoFPED for an SP response, though given the political sensitivities, the advocacy efforts were softened and adjusted to consider the local context.

When it comes to collaboration with EU member states, the project sought synergies with the most relevant SP development partners: Irish Aid, Sida and FCDO (while no longer a part of the EU, they are an active player in the SP space with EU linkages). No joint actions were identified for collaboration with these development partners on PFM activities, though there are opportunities within SP. The project team is cognizant of the EU global development strategies that were presented at the global launch of SP&PFM programme, and in-country discussions following up on the EU broad proposed strategies were held with the EU Delegate. However, no concrete strategies/linkages were identified, as the EU Country Strategy is still under development and is expected to be finalized in March 2021.

A10.5.8. Synergies with other strategic social protection interventions

The project is fully aligned with existing government SP interventions and is working with government stakeholders to find the most successful partnership opportunities. For example, the project is working with the MoGLSD around strengthening shock-responsive social protection interventions and leveraging the SCG as an entry point in its discussions of how to best support informal workers and strengthen social security. Similarly, the project is working with CSOs/TUs to improve the existing SP ecosystem and build the capacity of CSOs and TUs to advocate directly with government, including ensuring they have a strong understanding of PFM processes. Finally, the project is seeking synergies with other ongoing interventions, such as the Sida-funded UN Joint Programme between UNICEF and WFP on “Child-Sensitive Social Protection in Refugee-Hosting Districts of the West Nile, Uganda” to strengthen the humanitarian-development nexus.

A10.5.9. Strategic partnerships with other development partners

The project partners work closely with development partners that are active in the SP space, including Irish Aid, FCDO, Sida, WFP and the World Bank. Furthermore, the project worked closely with the World Bank and IMF, particularly around the COVID-19 response, and has continued technical collaboration and discussions with the WB, including on the nascent area of shock-responsive social protection. The most direct collaboration has been on the Sida-funded UNJP between UNICEF and WFP focusing on child-sensitive SP for refugees and host communities in the West Nile region of Uganda through which WFP implemented a COVID-19 one-off cash transfer programme for pregnant and lactating women and mothers with children under two. This collaboration focused primarily on SP, but discussions with MoGLSD and MoFPED were key in getting buy-in on the PFM side. Finally, the LIPW scheme in urban areas, with funding from the World Bank and ILO, is an area where the implementing partners could leverage the intervention to make progress on support for informal workers, and to capitalize on government’s affinity towards cash-for-work programming.

A10.5.10. Budget implications

Budget Summary: UNICEF

UNICEF has utilized the majority of the funds allocated for activities in 2019 and 2020 according to plan, with key expenditures for activities supporting technical support to move SP programming from pilot to policy, data collection and evidence generation for policy and operational research, and engaging key stakeholders on data-driven decision-making activities (including the development of microsimulations of social protection responses to the COVID-19 pandemic). The cost categories that reflect an underspend include Travel, as the COVID-19 pandemic made it impossible to support policymakers to attend the in-person Community of Practice event that was initially planned for in 2020. In Communications & Visibility, UNICEF also did not produce project banners and publications as it was unclear whether in-person events would be possible. Ultimately, the events it organized were a hybrid nature, with some in-person participation, so the local European Commission office lent banners for those events to ensure funder visibility. Finally, there was an underspend in the “Other Costs, Services” category as one of the contracted institutions provided a lower rate than was initially planned for. These funds will be absorbed in 2021.

Budget summary: HelpAge International

During the inception period, a total of EUR 6,551.36 was spent by HelpAge, against an inception phase budget of EUR 7,553.8 and out of a first payment of EUR 8,935. The remaining EUR 2,383.64 from the first payment were rolled over into Year 1 of the project. As presented in the inception report and in this summary report, HelpAge delivered all activities and outputs planned for the inception phase. During year 1 of the project, a total of EUR 19,829.66 was spent by HelpAge against a planned budget of EUR 54,528, and out of a second payment of EUR 82,862. The remaining EUR 35,700.77 not spent in 2020 (but budgeted for that programme year) will be rolled over into Year 2, together with the EUR 28,334.00 that was received as part of the second payment tranche but not budgeted for Year 1. For detailed financial reporting and workplan, see HelpAge’s standalone progress report to the ILO.

Budget summary: ILO

As noted above, COVID-19 caused severe disruptions in the 2020 implementation plan and a shift in approach from physical engagements involving travel and face-to-face meetings to use of virtual platforms, thereby considerably limiting expenditure. Delays on on-boarding of key project staff (due to recruitment freezes) further affected timely implementation of planned activities in 2020. Notwithstanding, focus related to galvanising stakeholder engagement and buy-in amongst strategic partners including MGLSD, MOFEPD, CSOs, development partners on the project objectives provides a strong basis for enhanced budget delivery in 2021. In addition, the development of TORs, concept notes regarding support to implementation of the NSPP and extension of coverage in Q3 of 2020, have put the project on a path to accelerate implementation of activities in 2021. Stakeholder engagements undertaken with the NSSF in 2020 also present a good platform upon which collectively prioritised activities, including research on actuarial reviews and support towards improving governance and strengthening capacity and systems will be provided.

A10.5.11. Lessons learned – highlights

Context and implementing environment

The context and implementing environment are critical considerations for the implementation of any programme, and the same is true for this EU Joint Action. Notably, a thorough understanding of government priorities and positions is critical when considering PFM progress. Engagement with the Ministry of Finance must be clear and guided by an understanding of government's priorities. Notably, when advocating for a swift SP response to the COVID-19 pandemic, MoFPED officials demonstrated a keen awareness of the existing evidence of the benefits of SP, but noted that such a response would require considerations of the political economy and political acceptability of a perceived long-term fiscal commitment, even for a one-off response. Finally, the GoU made clear that an SP response must be government-led, and given the heightened sensitivities around the election period, various cash transfer responses proposed by development partners were either rejected or suspended post-launch. A discerning understanding of signals from GoU is therefore critical to success, and a lesson that can be applied across countries, if the goal is to ensure governments' effective leadership of SP interventions.

Project strategy and design

The COVID-19 pandemic highlighted the importance of SP, as it unveiled the gaps and inefficiencies of national systems to respond effectively to shocks. While development partners are coming together to highlight the need for shock-responsive SP, it should be noted that the focus on building strong systems and championing a more comprehensive approach to SP, as stipulated in the National SP Policy, should remain a priority for development partners.

The project strategy and design remain aligned with the original project document, but the transition from sector development to a programme-based budget approach will require some modifications in thinking and design, as well as regular engagements and monitoring with the GoU to ensure that the project's deliverables fit into the structure of the HCD programme.

Advocacy, communication

Given the COVID-19 pandemic and measures to decrease in-person activities, the project has not progressed significantly on its advocacy and communication activities. When it comes to advocacy for SP, noting the challenging socio-political climate, it is important that advocacy activities be aligned with GoU priorities and consider limitations and challenges GoU faces. As such, visibility of development partners may sometimes need to decrease in order to ensure clear government ownership and cater for political sensitivities (such as questions of targeting, conditionalities, and long-term fiscal commitments).

Capacity building

Targeted capacity building efforts, for both GoU and CSOs is a critical area of work for the project. One strategy employed by the project is to build the capacity of GoU stakeholders supportive of SP, and to provide them with the tools needed to advocate within government for a more expanded fiscal space for SP. In essence, helping them be better advocates for their own programmes. In Uganda, GoU representatives will be more effective in advocating for more expanded SP than development partners or civil society could ever be. However, it is important to ensure that civil society maintains a prominent role, and capacity building of CSOs, particularly around PFM issues, is a key activity for the project.

Implementation and institutional arrangements

As the project was being rolled out, a number of new documents were being finalized, including the country's Third National Development Plan and the UN Sustainable Development Cooperation Framework. The project has not needed to diverge significantly from its original project document to align to these two, but a critical assessment was needed to ensure alignment. The project could also benefit from further institutionalization, including through greater collaboration with key ministries (MoGLSD & MoFPED) for improved positioning, but this was challenging during the COVID-19 pandemic.

A10.5.12. Visibility & Communication

In alignment with the project's Communication and Visibility Plan, the implementing partners successfully completed activities aiming to inform and raise awareness around the EU Joint Action and the country programme in Uganda among key stakeholders, including government, civil society, development partners and the media. Bilateral meetings were held with representatives from MoGLSD, MoFPED, NSSF, KCCA, CSOs, Development Partners and research collaborators. These meetings were primarily held virtually and leveraging both existing working groups as well as calling for subject-specific individual meetings with key stakeholders. In addition to virtual meetings, two in-person presentations were made to the Public Finance Working Group (chaired by the EU) and Social Protection Development Partners Group (primary SP coordination forum) prior to the outbreak of the pandemic, with the objective of promoting stakeholder engagement.

To complement efforts towards information dissemination and awareness raising on the project, a country page has been created on the SP&PFM programme website. To this end, a project synopsis was developed for the SP&PFM programme website, highlighting the project objective as well as priority focus areas. In addition, the country page will be constantly updated with information on key implementation milestones.

The project also developed a standardized presentation and targeted messaging designed for strategic audiences and will incorporate the new brand identity developed at HQ level to ensure alignment with the global Joint Action visual approach. Other IEC materials, particularly publications and branding at events, incorporate recognition of the EU logos to clearly feature the support received from the EU for this project, and guidance was received from HQ to ensure proper attribution.

The project team also participated in the global Joint Action launch virtually and circulated information about the event with their primary counterparts prior to the launch event. While the team had planned to organise an official launch event for Uganda in 2020, this activity was delayed due to the COVID-19 pandemic. However, discussions are ongoing with government counterparts to identify the best time and forum for the launch. While some in-person activities are taking place (following strict SOPs), the priorities of the pandemic coupled with the electoral period and the launch of the new National Development Plan have made the launch less of a timely priority for the project in achieving its objectives.

Two national events were organized in December 2020 using a hybrid (in-person and virtual) approach. KCCA's Research Symposium brought together critical stakeholders to discuss key challenges in urban environments, with participation from urban authorities, government institutions, and research institutions to generate meaningful dialogue. This was also an important platform for the GoU to share evidence and directly advocate for comprehensive SP, highlighting the critical importance of this work in light of the COVID pandemic. Additionally, the project organized a televised Public Dialogue on

Programme-Based Budgeting, with a focus on the Human Capital Development programme in the NDP III, organized by the Uganda's Economic Policy Research Centre (EPRC) and the project, with leadership from MoFPED and National Planning Authority, to raise awareness and understanding of programme-based budgeting, and its implications for social development in Uganda, including social protection.

In supporting advances in Shock Responsive Social Protection (SRSP), the project provided inputs in developing shock-responsive messages that were included in a publicly broadcast National Dialogue on Social Protection in November 2020, where the government acknowledged the importance of SP and SRSP, and MoGLSD committed to discussing the issue further.

The project had planned to engage wider audiences through social media and digital communities of practice, to inform and raise awareness around the project. However, with competing messaging, the project channelled public messaging through civil society partners, while direct advocacy was done through direct engagements with counterparts. There were a number of social media engagements to highlight key messages around an expanded fiscal space for social protection through social media and virtual webinars, and a number of events were organized to raise visibility and awareness, as detailed earlier in this report. Finally, the project had aimed to build knowledge and capacity about social protection issues directly with representatives of vulnerable groups (e.g. children, adolescents, informal economy workers, etc.), but these activities did not take place due to the COVID-19 pandemic.

► Annex A10.A1. Project risk register

Ref.	Risk statement. The event we do not want to see and its potential impact on objectives	Comment. Explain how the risk might arise and the importance of the impact	Measures currently in place to address this risk	Impact	Likelihood	Total	Change ¹	Risk Owner ²	Additional risk response for the attention of the implementation team and the Steering Group
1.	Limited priority and visibility due to the national elections calendar (2021 is an election year)	Deprioritization of social protection; Politicization of social protection responses; Concerns over fiscal commitments in election period;	Focus activities on generating evidence and gradually phase in fiscal space negotiations starting in 2022	High	Medium	High	↑	–	The impact of the election period and politicization of social protection was notable, particularly through the gov. reluctance to expand social protection during COVID-19 response. Increased security risks during election cycle.
2.	Reduced commitment to social protection due to competing interests and budget priorities	Ambitious social protection targets included in NDP III, but limited budget commitments.	TA to support MoGLSD, MoFPED, NSSF, KCCA in evidence-building, communications and advocacy; Support to CSOs and trade unions to advocate for Government commitment to social protection	Medium	Medium	Medium	↔	–	MoGLSD is reporting challenges in accessing funds to implement planned scale-up of SCG, via delays from MoFPED. However, there has been no change in the level of risk in this area.






Ref.	Risk statement. The event we do not want to see and its potential impact on objectives	Comment. Explain how the risk might arise and the importance of the impact	Measures currently in place to address this risk	Impact	Likelihood	Total	Change ¹	Risk Owner ²	Additional risk response for the attention of the implementation team and the Steering Group
3.	Limited willingness of Government to engage with civil society and to provide space for their meaningful engagement in social protection and PFM discussions	Government engagement with civil society limited and non-responsiveness to advocacy could lead to stagnation on progress/limited achievement of desired outcome of achieving more comprehensive social protection coverage	Develop multiple changes for civil society engagement with various relevant Government stakeholders (including Parliamentarians), working with and through established and trusted partners (such as development partners, donors and national research institutions), strengthening existing engagement mechanisms rather than developing project-specific ones, and media engagement to widely disseminate key messages.	High	Medium	Medium	↔	–	There has been no change in the level of risk in this area
4.	Reticence by NSSF to take up change and introduce options for voluntary contributions by informal sector workers	Difficulties in achieving objective to expand social protection to support informal workers.	Demonstrate low cost options to NSSF; demonstrate evidence of what has worked in similar settings	Medium	Medium	Medium	↔	–	There has been no change in the level of risk in this area
5.	Weak coherence of participating agencies in implementing activities aligned with the vision of the Action	Lack of coordination results in challenges in achieving expanded social protection objective.	Regular meetings and reporting to ensure that activities are aligned to the joint log frame and workplan	High	Low	Low	↔	–	There has been no change in the level of risk in this area

Ref.	Risk statement. The event we do not want to see and its potential impact on objectives	Comment. Explain how the risk might arise and the importance of the impact	Measures currently in place to address this risk	Impact	Likelihood	Total	Change ¹	Risk Owner ²	Additional risk response for the attention of the implementation team and the Steering Group
6.	De-prioritization of urban social protection as evidenced through decreased government leadership in the implementation of the GEG programme	Government's support for urban social protection decreases and achievements are stalled due to lack of government support.	Weekly management meetings with KCCA to ensure that there is consistent government leadership and support; Capacity building of KCCA leadership to ensure engagement with and commitment from MoGLSD/MoFPED;	High	Low	Low	↔	–	There has been no change in the level of risk in this area
7.	Challenges in data collection and dissemination as a result of competing priorities, limited responsiveness of participating vulnerable groups, and political sensitivities of findings	Inability to capture data, which limits data-driven decision-making and collection of evidence in support of more comprehensive social protection objectives.	Investment in supporting high quality data collection and evidence generation through engagement with local and international experts, integration of operational research into evidence-building, and prioritization of government priorities into the production of policy briefs	Medium	Medium	Medium	↔	–	Data collection indeed proven to be challenging, however it is not due to the initially foreseen challenges (e.g. competing priorities, responsiveness, and political sensitivities). Rather, it has been the result of the COVID-19 pandemic and restrictions on in-person meetings to prevent risk of infection.

Ref.	Risk statement. The event we do not want to see and its potential impact on objectives	Comment. Explain how the risk might arise and the importance of the impact	Measures currently in place to address this risk	Impact	Likelihood	Total	Change ¹	Risk Owner ²	Additional risk response for the attention of the implementation team and the Steering Group
8.	Risks associated with disease outbreaks (including COVID-19) and civil unrest, which restrict in-person meetings and travel (both local and international)	The impact of the COVID-19 pandemic not only restricted in-person activities and travel, but also data collection and coordination activities, with the resulting impact of delays in programme implementation.	These risks are being factored into planning and operations. While in-person meetings, trainings and conferences are likely not possible for at least the year 2020, virtual conferencing options will be used where feasible. As travel restrictions are being put into place, government-issued guidelines will be followed and alternative (virtual) modalities used while other activities will be postponed, applying a more generous timeline to the workplan.	Medium	High	High	↑	-	The impact of COVID-19 has been significant on the programme, with delays in planned activities. This was not only seen through a shift in government priorities towards the COVID-19 response, but also in the inability to organize in-person consultative meetings and data collection activities. Risk mitigation strategies were designed and implemented, while others were postponed.
<p>¹ The Change column is used during implementation and summarizes the change since the last time the risk register was presented. Three symbols are used:</p> <p>↑ Increase in the total level of risk</p> <p>↔ No change in the total level of risk</p> <p>↓ Decrease in the total level of risk</p> <p>² The Risk Owner column is used during implementation and records the name of the person with day-to-day responsibility for monitoring the risk and coordinating the response.</p>									

► Annex A10.A2. Outputs of the project

The below table lists outputs, technical reports and studies produced by the project, and all are attached to the report for reference:

Title of the output	Link to the activity of the logical framework	Status (not yet started/on-track/completed/endorsed by national stakeholders)
<p>C19 Social Protection Microsimulations in Uganda: Government Presentation & Analysis</p>   <p>1a-Social_Protection_1b-Social_Protection_COVID19 Uganda PPTCOVID19 Uganda Mic</p>	Outcome 1: To improve partner countries' design and financing of social protection systems in support of their efforts towards SDGs 1 and 10	Completed
<p>KCCAResearchSymposium10Dec2020-ConceptNote</p>  <p>2-KCCAResearchSymposium10Dec2020-C</p>	Outcome 1: To improve partner countries' design and financing of social protection systems in support of their efforts towards SDGs 1 and 10	Completed
<p>Learning from civil society and trade union participation in social protection and public finance management processes in Uganda</p>  <p>Learning from civil society and trade union</p>	Result 1.1: Increased dialogue and coherence among sectors for the sustainable and adequate financing of universal social protection.	Completed
<p>GCSPF Training Module on SP and PFM (2nd draft)</p>  <p>GCSPF Training Module on SP and PFI</p>	A.2.1.3. Increase capacity of CSO and Trade Union members on social protection, public financial management, budget-focused advocacy and using evidence for policy and budgetary advocacy.	On-track

► Annex A10.A3. Communication and visibility

KCCA Research Symposium: Registration Page & Closing Remarks (December 2020)



The screenshot shows a web browser displaying the registration page for the KCCA Research Symposium. The page features logos for KCCA, UNICEF, and the European Union. Below the logos, there is a 'Meeting Registration' section with a form. The form includes fields for 'First Name' and 'Last Name', and a 'Register' button. The page also displays the following information:

- Topic:** KCCA Research Symposium
- Description:** KCCA Urban Social Protection Research Symposium 2020 - Virtual Attendance
- Date:** Dec 10, 2020 09:00 AM to 12:00 PM



EPRC's Programme-Based Budget Dialogue on Human Capital Development (December 2020)





David Mawejje, ILO, giving a presentation about the overview of the ILO/UNICEF/GCSPF Programme to CSOs/TUs at the Consultative Workshop on 14 February 2020 in Kampala, Uganda



Gloria Nakajubi, Communication Specialist, Uganda Parliamentary Forum on Social Protection giving Opening Remarks at the CSO/TU Consultative Workshop



Joseph Mugisha Bitature, Social Protection and Advocacy Advisor, HelpAge International moderating one of the sessions of the CSO/TU Consultative Workshop



David Mawejje, ILO, giving a presentation about the overview of the ILO/UNICEF/ GCSPF Programme to participants of the CSO/TU Consultative Workshop

APPENDIX 11. BANGLADESH



Women waiting for their hand-picked tea leaves to be weighted in a tea plantation. © ILO.

► A11.1. Executive summary

The ILO's four-pillar policy framework for tackling the COVID-19 crisis is based on International Labour Standards and recommends the following measures under Pillar 2: "Supporting enterprises, jobs and incomes" i.e., the extension of social protection to all, the implementation of employment retention measures, and the provision of financial/tax and other relief for enterprises.⁵⁷ Since March 2020, like majority of the Ready-Made Garments (RMG) export-oriented countries, COVID-19 pandemic has been affecting the economy of Bangladesh, which is heavily dependent on export earnings and employment offered by this industry. The ILO have coordinated a tripartite (representatives from the government, employers and workers) plus consultation dated 22 April 2020, in line with Call to Action⁵⁸ initiative, to identify immediate needs to address the challenges imposed by COVID-19 pandemic. Stakeholders from the meeting highlighted, among the key recommendations, the need for immediate support for protection of the workers and employers of RMG industry as well as assess long term sustainable measures such as unemployment insurance.

Upon receiving confirmation from the EC-INTPA project (hereafter "the project") on social protection and public finance management (SP&PFM) authority, the ILO has communicated with the tripartite constituents on the two key areas the project will focus on, namely; designing a wage subsidy disbursement mechanism and preliminary feasibility assessment of an unemployment insurance in Bangladesh. The project intends to work on advocacy for contributory social protection schemes.

The ILO project team and experts from the ILO HQ are in close coordination with the focal of European Union Delegation (EUD) in Bangladesh working on the budget support programme with Government of Bangladesh in response to COVID-19 pandemic. The ILO, EUD in Bangladesh and GIZ (German Development Cooperation) Bangladesh are working closely to avoid overlaps and creating synergies in the development process of a MIS (Management Information System) for Social Insurance Schemes as a preparatory step for implementing Employment Injury Insurance Scheme and Unemployment Insurance Scheme.

In the two months reporting period, the project was able to brief the Ministry of Labour and Employment (MoLE), Ministry of Finance, employers and workers associations on the project's objectives and how the project may assist the constituents in better responding to the impacts of COVID-19 on the industry. Under the proposed interventions of specific objective one, "Technical support for the design and implementation of wage subsidies and employment retention in response to the COVID-19 crisis", a draft wage subsidy disbursement mechanism (WSDM) including factory selection criteria was developed with inputs from the representatives from workers and employers' associations. The project had synergy impacts from closely collaborating with the German Federal Ministry of Economic Cooperation and Development (BMZ) funded project on "Income support to the Ready-Made Garments (RMG) Workers, in response to COVID-19". The MoLE is expected to convene a tripartite meeting in January 2021 to further develop the WSDM and decide on factory selection criteria. Under Specific Objective two, on "Recommendations on design of unemployment insurance (UI) scheme to counter the effects of exogenous shocks", the ILO is coordinating with the MoLE for a sharing session on study report "Protection and prevention measures against unemployment in Bangladesh" conducted under an ILO-UNIQLO initiative. Based on the outcomes of the sharing session, proposed activities for preliminary feasibility assessment of an UI will take place.

The ILO is collaborating with the development partners and UN agencies to promote contributory social insurance schemes in Bangladesh through UN's Immediate Socio-Economic Response Plan (I-SERF), UN's Sustainable Development Cooperation Framework (UNSDCF) and Development Partners forum on COVID-19 and Social Protection Coordination.

⁵⁷ https://www.ilo.org/global/topics/coronavirus/impacts-and-responses/WCMS_739047/lang--en/index.htm

⁵⁸ https://www.ilo.org/tokyo/events-and-meetings/WCMS_742371/lang--en/index.htm

Enhancing synergies with IFIs to review public finance and social protection financing have been initiated during the reporting period. Current public social protection expenditure as a percentage of GDP by Bangladesh remains extremely low with 1.1 per cent (0.4 per cent on health care and 0.7 per cent on other social protection) in comparison with the global average of 17.9 per cent (7.1 and 10.8 per cent respectively) and Asia/Pacific average of 11.4 per cent (3.9 and 7.4 per cent respectively).⁵⁹ As per mid-term review of National Social Security Strategy, government investment in social security programme has increased and in 2019, stands at 2.5 per cent of GDP and 13.8 per cent of the total spending budget.

► A11.2. Budget/Planning information

Project budget in EUR:	200,000		
Project duration in months:	15	Planned	Actual
Project start date:		October 2020	October 2020
Project end date:		September 2021	December 2021

► A11.3. Summary outputs

A11.3.1. Output delivery⁶⁰

Output	Output status	Output summary
Outcome 1: Technical support for the design and implementation of wage subsidies and employment retention in response to the COVID-19 crisis		
1.1. A beneficiary identification criterion for wage subsidy disbursement programme for the formal sector workers developed	On schedule	Factory identification criteria for the proposed wage subsidy disbursement mechanism (WSDM) has been drafted. Initial inputs from the employers and workers representatives were incorporated. Factory selection criteria for wage subsidy disbursement/cash assistance of Indonesia and Ethiopia were reviewed while developing the draft.
1.2. Design of a database of workers in line with the beneficiary criteria set above consolidated	Delay: behind schedule	The EU delegation (EUD) in Bangladesh has formally launched the budget support programme with Government of Bangladesh. The first round of cash assistance was provided to destitute workers. 1,794 people has received cash assistance of BDT 3,000 each month for a three-month period starting September. ILO inputs for database was not required at this phase. ILO and GIZ is coordinating with EUD in Bangladesh for developing a MIS system that can cater to social insurance schemes such as unemployment insurance and employment injury insurance scheme.

⁵⁹ ILO World Social Protection Data Dashboards: <https://www.social-protection.org/gimi/WSPDB.action?id=19>.

⁶⁰ Based on the Implementation Plan.

Output		Output status	Output summary
1.3.	A grievance handling mechanism in the context of social assistance/wage subsidy disbursement designed	Delay: behind schedule	Review of existing grievance handling mechanism and drafting of GHM for the wage subsidy disbursement mechanism (WSDM) will take place based on the advanced design of WSDM.
1.4.	A wage subsidy disbursement & employment retention mechanism for the formal sector workers designed	On schedule	A wage subsidy disbursement mechanism was drafted during the reporting period. Initial feedback from workers and employers' representatives were incorporated. The project piggy banked on BMZ funded project for review by a cash disbursement expert of the WSDM. Given the pilot of WSDM will transfer funds to factories instead of directly to the workers, it will not be required to assess mobile banking services. There is reluctance observed to establish linkages between wage subsidy and employment retention due to the small fund available for the pilot. As the discussions on the WSDM progresses, the ILO will advocate on the importance of employment retention in relation to wage subsidy.
1.5.	Technical inputs to the pilot testing for the wage subsidy disbursement mechanism developed	On schedule	Inputs will be provided as the implementation of WSDM is initiated.
1.6.	Technical assistance provided for the rapid impact assessment conducted under the interlinked BMZ project on wage subsidy disbursement	On Schedule	Access to information for conducting the impact assessment is under discussion.
Outcome 2: Recommendations on design of unemployment insurance scheme to counter the effects of exogenous shocks			
2.1.	Preliminary feasibility assessment of an Unemployment Insurance in consultation with Government, Workers and Employers for Bangladesh's formal sector conducted	On schedule	In a tripartite meeting dated 22 October 2020, the intervention on feasibility assessment of an unemployment insurance in Bangladesh was brought into attention by the ILO. The ILO has placed a request to the government for convening a meeting and the MoLE is expected to coordinate the meeting on January 2021. The study on "Protection and prevention measures against unemployment in Bangladesh" conducted under an ILO-UNIQLO initiative was ready to be shared with the constituents in the proposed meeting.
2.2.	Framework of an unemployment Insurance Scheme for the formal Sector in Bangladesh designed	On schedule	Work yet to be started.

Output		Output status	Output summary
Outcome 3: Strengthen the knowledge of stakeholders to introduce sustainable social protection programmes			
3.1.	An advocacy strategy for introducing social insurance scheme targeting the key policy makers developed	On schedule	The ILO is in discussion with the EUD in Bangladesh, GIZ and UN sister agencies for a common narrative on social insurance for workers. The ILO has highlighted the importance of social insurance in UN Sustainable Development Cooperation Framework (UNSDCF) ¹ UN's Immediate Socio-Economic Response Plan ² where the ILO co-led with UNICEF, on Pillar 2 "Social protection and Basic Services". The ILO co-led with UNDP & UNFPA the sub-group on "Social Protection".
<p>¹ During identification of the strategic priority for UNSDCF workshop, ILO highlighted introduction of contributory social insurance schemes as a precondition to reach Pillar 2 on Human Development and Well Being".</p> <p>² In I-SERF, pillar 2 "Social Protection and Basic Services" has 6 thematic areas, one of which is Social Protection. Social Protection has 4 priority actions, where the fourth one is "Institutional capacity building with aim to support COVID-19 social insurance policy responses" in the Results and Resource Framework (RRF). ILO has incorporated "4.2 Draft design of an unemployment insurance (UI) and trial of an employment injury insurance (EII) scheme through a consultative process" where ILO will lead the initiative in consultation with tripartite constituents, other UN and development partners.</p>			

A11.3.2. Outputs: Overall delivery assessment⁶¹

<input type="checkbox"/>	Highly satisfactory Implementation of almost all (>80%) outputs is on schedule as envisaged in the implementation plan and almost all (>80%) indicator milestones have been met.	<input checked="" type="checkbox"/>	Satisfactory Implementation of the majority (60–80%) of outputs is on schedule as envisaged in the implementation plan and the majority (60–80%) of indicator milestones have been met.
<input type="checkbox"/>	Unsatisfactory Some (40–60%) outputs are being implemented on schedule as envisaged in the implementation plan and/or only some (40–60%) indicator milestones have been met.	<input type="checkbox"/>	Very unsatisfactory Few (<40%) outputs are being implemented on schedule as envisaged in the implementation plan and/or only a few (<40%) indicator milestones have been met.

⁶¹ This is a self-assessment.

► A11.4. Summary outcomes

A11.4.1. Outcome achievement⁶²

Indicator	Baseline (before project start)	Indicator Milestone (compare planned against actual)	Target (end-of-project goal)	Immediate Outcome summary
Outcome 1: Technical support for the design and implementation of wage subsidies and employment retention in response to the COVID-19 crisis				
Lessons learnt and recommendations drawn from the wage subsidies programme endorsed.	Does not exist	Endorsed wage subsidy	One document compiling lessons learnt and recommendations drawn from the wage subsidies programme endorsed by tripartite constituents meeting minutes	On track: most milestones met
Output 1.1: A beneficiary identification criteria for wage subsidy disbursement programme for the formal sector workers developed.	<ul style="list-style-type: none"> – Rana Plaza beneficiary selection criteria (2014) – RWCSI beneficiary identification criteria (2020) 	– Draft inclusive and gender responsive beneficiary identification criteria	– One list of inclusive and gender responsive beneficiary identification criteria	On track: most milestones met <ul style="list-style-type: none"> – A factory identification criterion for wage subsidy disbursement mechanism was drafted
Output 1.2: Design of a database of workers in line with the beneficiary criteria set above consolidated.	<ul style="list-style-type: none"> – Rana Plaza beneficiary databased (2015) – BG/BKMEA database shared with EUD (2020) 	– Design of a database of RMG workers for a wage subsidy disbursement mechanism	– One note of recommendation on the design of available database for cash transfer	Not on track: milestones missed Technical support from the ILO on database design was not required by the EUD in Bangladesh. Coordination meetings are taking at regular interval to understand database developed by the EUD and MIS work in progress by the ILO and GIZ for social insurance schemes.

⁶² Based on the M&E plan.

Indicator	Baseline (before project start)	Indicator Milestone (compare planned against actual)	Target (end-of-project goal)	Immediate Outcome summary
Output 1.3: A grievance handling mechanism in the context of social assistance/wage subsidy disbursement designed.	<ul style="list-style-type: none"> – Grievance handling system established by Social Dialogue and Industrial Relation (SDIR) project and Better Work Bangladesh 	<ul style="list-style-type: none"> – Established grievance handling mechanism 	<ul style="list-style-type: none"> – One grievance handling mechanism 	On track: most milestones met Grievance handling mechanism work will be conducted based on the advanced WSDM.
Output 1.4: A wage subsidy disbursement & employment retention mechanism for the formal sector workers designed.	<ul style="list-style-type: none"> – Award (compensation) disbursement mechanism developed for Rana Plaza beneficiary – Employment retention mechanism not available 	<ul style="list-style-type: none"> – Designed wage subsidy disbursement & employment retention mechanism 	<ul style="list-style-type: none"> – One design of wage subsidy and employment retention mechanism 	<p>On track: most milestones met</p> <ul style="list-style-type: none"> – Wage subsidy disbursement mechanism drafted. <p><i>Contribution of WSDM to Global M&E Framework: SO1.</i> To improve partner countries' design and financing of social protection systems in support of their efforts towards SDGs 1 and 10.</p> <p>And Indicator 1.1) Number of social protection policy and programmatic documents, disaggregated by countries with mechanisms in place to enhance policy coherence of sustainable development (SDG 17.14.1)</p>
Output 1.5: Technical inputs to the pilot testing for the wage subsidy disbursement mechanism developed.	Does not exist	<ul style="list-style-type: none"> – Recommendations to implement the wage subsidy programme 	<ul style="list-style-type: none"> – A set of recommendations accepted by tripartite committee 	<p>On track: most milestones met</p> <ul style="list-style-type: none"> – Recommendations will be developed upon implementation of WSDM. <p>This indicator contributes in the Global M&E framework:</p> <p>R2.1: Strengthened capacities of partner countries to achieve the best impact of diversified sources of funding for social protection, prioritizing women, children, persons with disabilities, informal economy and migrant workers.</p> <p>And indicator 2.1.3) Number of countries where programme administration and/or delivery systems are designed and operationalized with the support of the project.</p>

Indicator	Baseline (before project start)	Indicator Milestone (compare planned against actual)	Target (end-of-project goal)	Immediate Outcome summary
Output 1.6: Technical assistance provided for the rapid impact assessment conducted under the interlinked BMZ project on wage subsidy disbursement	– Does not exist	– Recommendations to implement rapid impact assessment	– A set of recommendation provided were accepted	On track: most milestones met – Technical assistance will be developed upon implementation of WSDM.
Outcome 2: Recommendations on design of unemployment insurance scheme to counter the effects of exogenous shocks				
	<ul style="list-style-type: none"> – ILO technical recommendation on feasibility assessment of an EII in Bangladesh (2019) – Framework for introducing NSIS in Bangladesh (2020) 		– A set of recommendations for an UI that represents tripartite consensus	No progress
Output 2.1: Preliminary feasibility assessment of an Unemployment Insurance in consultation with Government, Workers and Employers for Bangladesh's formal sector conducted.	<ul style="list-style-type: none"> – The study on "Protection and prevention measures against unemployment in Bangladesh" conducted under an ILO-UNIQLO – UNDP assessment on NSIS (2020) 	– Final feasibility assessment conducted	– One feasibility assessment conducted	On track: most milestones met This output will contribute to Global M&E framework under <u>R1.2</u> : Enhanced evidence and availability of tools that support national evidence-based decision-making and encourage supra-national coordination and benchmarking of good practices (including the portability of social entitlements as integral part of economic and labour policies, gender-sensitive and disability inclusive social protection), with participation of regional bodies as well as civil society organisations. And indicator 1.2.3) Number of national policy makers participating in social protection knowledge sharing and coordination activities at supranational level (disaggregated by sex)
Output 2.2: Framework of an unemployment Insurance Scheme for the formal Sector in Bangladesh designed	– Framework of an EII	– Designed framework designed for a UI for the formal sector	– One framework designed on an UI for the formal sector	On track: most milestones met

Indicator	Baseline (before project start)	Indicator Milestone (compare planned against actual)	Target (end-of-project goal)	Immediate Outcome summary
Outcome 3: Strengthen the knowledge of stakeholders to introduce sustainable social protection programmes				
<ul style="list-style-type: none"> – Key policy makers and stakeholders are in a position to take informed decision regarding the introduction, design and framework of the UI scheme under a social insurance principle 	<ul style="list-style-type: none"> – Tripartite consultations on EII (2015–2020) – National Social Protection Seminar (2018) 		<ul style="list-style-type: none"> – At least 6 bi-lateral consultations conducted with different stakeholders 	No progress
Output 3.1: An advocacy strategy for introducing social insurance scheme targeting the key policy makers developed.	<ul style="list-style-type: none"> – Does not exists 	<ul style="list-style-type: none"> – Advocacy tools and guidance notes are well received by policy makers and discussion is taking place around the introduction of the UI scheme 	<ul style="list-style-type: none"> – 3 brief advocacy guidance notes addressing to tripartite constituents 	On track: most milestones met <ul style="list-style-type: none"> – Tripartite discussions are taking place to get an understanding of the knowledge gap and gradually develop the advocacy strategy. ILO is promoting social insurance concept in the UN's Immediate Social Recovery Response Plan and UN's Sustainable Development Cooperation Framework (UNSDCF)

A11.4.2. Achievement of the project outcomes

The reporting period contains two months which mainly included activities under outcome one as per work-plan. It is probable that by the end of the project period, all three outcomes will mostly be achieved.

► A11.5. Narrative report: Managing for results

A11.5.1. Progress summary

During the reporting period, the project focused its work on mainly outputs 1.1, 1.2 and 1.4, i.e., on development of beneficiary selection criteria, database design and wage subsidy disbursement mechanism under **specific objective 1**.

During bilateral meetings taking place during October 2020 (with workers representatives 15 October, Employers, MoLE 12 October and employers on 3 September), the ILO team briefed the tripartite constituents in on the SP&PFM project, as well as other related on-going social protection projects. Upon receiving confirmation of the project, the ILO requested the Ministry of Labour and Employment for initiating a tripartite meeting. In the meeting dated 22 October 2020, the ILO presented both SP&PFM project and "Income Support for RMG Factory Workers in Bangladesh COVID-19 Response" project funded by BMZ (German Federal Ministry of Economic cooperation and development). These two projects were designed in a complementary way to maximize utilization of limited resources. Technical support from SP&PFM project enabled strengthening the technical design of the wage subsidy programme for the RMG sector. Implementation of the wage subsidy programme under BMZ funded project allows SP&PFM project to pilot the design of a wage subsidy mechanism.

In the tripartite meeting dated 22 October 2020 (meeting minutes attached as **Annex 3**), it was decided that SP&PMF project will be discussed in details in a separate meeting. During the meeting, the workers and employers' representatives suggested that, a wage subsidy mechanism will be more feasible and impactful for the RGM sector compared to a direct income support for RMG workers. They have raised concern that workers may get confused if they receive partial wage directly from a different source. Constituents have also shared observation that all workers of a factory should get coverage from a wage subsidy to ensure equality among all workers in a factory. Providing wage subsidy to a segment of the workers may create tension. Before the meeting takes place, the constituents suggested the ILO for preparing a draft factory selection criterion for receiving wage subsidy. Based on the suggestions provided by constituents and review of existing EU & KfW funded "Social Protection Programme for the unemployed and Distressed Workers in the RMG, Leather goods and Footwear Industries in Bangladesh" beneficiary selection criteria, as well as factory selection criteria of Ethiopia and Indonesia for similar wage subsidy programme, the ILO produced a first draft of factory selection criteria suitable to the country context and industry environment. First round of comments on the factory selection criteria was incorporated and reviewed by the Cash Disbursement Expert and Senior Actuary from the ILO HQ. The ILO is following up with the MoLE for a tripartite meeting to discuss the revised draft of Factory Selection Criteria.

The ILO technical experts had several coordination meetings with the EU Delegation in Bangladesh assigned technical experts on the MIS system used for EU & KfW funded aforementioned project. The ILO experts shared their experience on database of Rana Plaza Claims Arrangements. Under this arrangement, USD 30 million (including direct disbursement from Primark and Government) was disbursed for more than 5,100 claims. Experts from EUD project also presented the details of the MIS system (Presentation attached as **Annex: 2.1**). The ILO and GIZ is collaborating in development of a MIS system that can cater to both Unemployment Insurance and Employment Injury Insurance. The ILO, GIZ and EUD in Bangladesh are coordinating to ensure there is no overlaps in the activities and the MoLE has clear understanding on each of these development partners role in progressing with social protection for workers in Bangladesh. The government has published a gazette in September 2020 on budget support programme of EU & KfW funded project. During the 22 October meeting with tripartite constituents, the workers representatives expressed their dissatisfaction as they were not

being consulted on the EU & KfW funded budget support programme and expressed their interest and right to be engaged in social protection initiatives for workers.

Under specific objective 2, ILO internal review of the study on “Protection and prevention measures against unemployment in Bangladesh” is in progress. The study was conducted under an ILO-UNIQLO project, based in ILO Indonesia. The ILO has approached the MoLE for a sharing the presentation on this study with tripartite constituents.

Under specific objective 3, in addition to the discussions with the MoLE, the ILO had a meeting with Ministry of Finance (MoF) dated 15 October 2020 to brief them on the Social Protection Initiatives. Project summary of SP&PMF project was shared with the MoF. Secretary, MoF highlighted the importance of contributory social insurance schemes, including an unemployment insurance, as it is not possible for the government to provide full budget support for such schemes.

Representative from MoF contributed in the “High Level Meeting of Experts – Global Fund Social Protection for All” organized by the socialprotection.org network dated 22–23 September 2020. The Department of Labour (DoL), MoLE has shared government's interest to work on development of an Unemployment Insurance with the support from the ILO and EU in a roundtable discussion on “Financing universal social protection during COVID-19 and beyond”. Together with the Global Coalition for Social Protection Floors, the International Trade Union Confederation and the International Organization of Employers, the ILO had organized this event during the socialprotection.org e-conference. The presentation made by the Director General, DoL is annexed (**Annex 2.2**).

Engaging the government in these forums are expected to facilitate their knowledge base on social insurance topic from experiences of other countries and contribute while developing such for Bangladesh.

A11.5.2. Evaluations, reviews and monitoring

The project was closely monitored by the CO Dhaka. Programme team of the CO Dhaka facilitated coordination with the MoLE. ILO HQ and DWT experts have provided technical inputs on the drafts developed on Factory selection criteria for Wage Subsidy Disbursement. HQ ensured that the national constituents are aware of the global events on social protection by extending invitations on these events.

A11.5.3. Main challenges, risks and corrective action

The project is at an early stage of implementation. Due to competing priority of the constituents, it is taking more time than anticipated to receive feedback and organize required coordination meetings. Continuing negative impact on the economy by the second wave of COVID-19 pandemic makes the government focus more on short-term measures (direct cash disburse and social assistance schemes) than mid/long-term measures such as developing social insurance-based schemes.

Multi-intervention by different international agencies unnecessarily diversifies the policy options and actions by the government. Different UN and international agencies have different line ministries. Coordination among these line ministries, coordination among the UN & international agencies and coordination between the government and development partners often are inadequate.

The topic of contributory social insurance is new for the stakeholders. There is no such example in the country which they can easily refer to. This limits their ability to contribute when it comes to providing inputs into design and creates deficiency in confidence to move forward with relevant initiatives.

The ongoing EU & KfW budget support programme provided the government state budget, where the budget is transferred to the government's account. This created expectation from the government that, any other budget might be used as state budget, disbursed as per governments requirement and for unemployed workers. As per implementation plan, the EU & KfW fund can take two years for disbursement.

Constituents are often confused about the differences of these two funds (EU& KfW and EC-INTPA). As the ILO approached constituents at the initial stage, the workers representatives have expressed their deep concern regarding excluding workers representation before issuing the gazette on implementation of EU & KfW fund. More than half of the meeting time (dated 15 October) was taken by

sharing such concern. For the EU & KfW budget, gazette has been published from the Prime Minister's office. The MoLE has raised observation that, if additional funding is provided by donor (i.e., BMZ), and MoLE forms a committee, that may distort the protocol. The ILO is working with the MoLE on clarification focusing on why the industry requires a Wage Subsidy Disbursement Mechanism. Moreover, support for protection workers and retaining them in employment has been suggested by both workers and government since COVID-19 pandemic started affecting the industry. Such mechanism can prevent unemployment. BMZ's fund's purpose is to support the RMG factories which struggling to pay wages and retain the workers through the wage subsidy.

The project has identified candidate for National Project Officer and expects to complete the recruitment process in January 2021. The recruitment process was expedited by piggy banking on a similar project's recruitment process under CO Dhaka.

A11.5.4. Opportunities and corresponding strategy adjustments

The project intends to capitalize on the interest of the constituents (representatives of government, employers and workers) for an unemployment insurance. The impact of COVID-19 pandemic on the economy has highlighted the need of introducing sustainable self-financed social insurance schemes. The MoLE has the commitment to conduct a feasibility assessment of an Unemployment Insurance as indicated in Action Plan for National Social Security Strategy (NSSS). The MoLE is planning to organize a workshop on the initial findings of "Protection and prevention measures against unemployment in Bangladesh". The government has more concern for unemployment of workers in the informal sector. The employers have faced criticism for layoff and retrenchment of workers during the pandemic. Worker's representatives have raised in various forums to ensure protection for unemployed workers. Thus, the tripartite constituents seemed to be at a very broad level consensus on the need for an unemployment insurance.

The project is expected to have synergy effect from BMZ funded project. This fund allows SP&PFM project to pilot the wage subsidy disbursement mechanism (WSDM), conduct impact assessment and modify the design as required. The WSDM has the potential to support beyond immediate COVID-19 response and used as a ready tool for any economic crisis affecting the formal sector in future.

With the expectation of successful implementation of BMZ fund through this WSDM, based on the RMG industry requirement, the ILO may assist the country in resource mobilization from international brands and buyers and International Financial Institutions (IFIs), who are signatory to [Call to Action](#), for wage subsidy and employment retention. COVID-19: Action in the Global Garment Industry⁶³ aims to catalyst action from across the global garment industry to support manufacturers to survive the economic disruption caused by the COVID-19 pandemic and to protect garment workers' income, health and employment. This global action also calls for work on sustainable systems of social protection for a more just and resilient garment industry.

A11.5.5. Contribution of the Project to the COVID-19 response

In the absence of unemployment insurance or wage subsidy scheme, designing and implementing a sound and rapid benefit delivery, which can be scaled up, is of crucial importance, particularly when a crisis hit. The Ready-Made Garment (RMG) industry faced USD 3.18 billion worth of order postponement/cancellation affecting 2.28 million workers. The EU & KfW fund was destined for the unemployed workers. For the factories, those were temporarily struggling to pay wages but intend to retain workers, some immediate support could allow them to overcome the crisis.

BGMEA shared concerned with the second wave of COVID -19 pandemic affecting sales in Europe and other RMG importing countries. BGMEA has requested the government for a new stimulus package, with extended moratorium period for the repayment of the loans under the first stimulus package and also extend the payback period to five years from one year as the sector is going through a rough patch.⁶⁴

⁶³ https://www.ilo.org/global/topics/coronavirus/sectoral/WCMS_742343/lang--it/index.htm

⁶⁴ <https://www.fibre2fashion.com/news/apparel-news/bgmea-reiterates-demand-for-fresh-stimulus-round-271322-newsdetails.htm>

The project is complementing the BMZ funded project of Wage subsidy for the RMG sector. Factory selection criteria and wage subsidy disbursement mechanism designed with the technical cooperation from the project will be piloted by BMZ funding. The RMG factories are struggling to pay full wages to their respective workers, with the support from wage subsidy could pay those workers and retain them for at least the period while wage subsidy will be provided. The mechanism, if proved successful, has the provision for replication and resource mobilization through [Call to Action](#) initiative.

A11.5.6. Specific interventions related to public finance management

During the reporting period, there was not much scope to contribute in this area. During the discussion with the Secretary, Ministry of Finance (dated 15 October 2020), the issue of financing of social protection came up. The Secretary gave importance of contribution from employers and employees for financial feasibility of social insurance schemes. The project intends to develop the brief advocacy tools based on the discussions that will take place during the project period.

A11.5.7. Complementarity with the EU Delegation's interventions and on-going and future Budget Support Programmes

The project is closely coordinating with the ongoing budget support programme of the EU & KfW. Technical inputs on this project were not required from the ILO. However, in developing MIS system for social insurance schemes and development of an unemployment insurance scheme, EUD in Bangladesh and ILO intends to work together with other development partners and tripartite constituents. Meetings at regular interval took place between the ILO and the focal of EU & KfW representative, EUD in Bangladesh. EUD in Bangladesh supported the ILO is confirming representation from the Ministry of Finance in the High-Level Experts meeting (HLEM) held virtually on 22 and 23 September 2020.

A11.5.8. Synergies with other strategic social protection interventions

National Social Security Strategy: The proposed work on feasibility assessment of an unemployment Insurance will contribute to the government's vision on introducing a National Social Insurance Scheme (NSIS) in Bangladesh. MoLE is the designated ministry to work on feasibility analysis of NSIS. The project will work with tripartite constituents and social partners in conducting this feasibility assessment.

UN ISERF: The ILO has been contributing into UN's Immediate Socio-Economic Response Plan from the initial stage of COVID-19 pandemic. The ILO co-leads with UNICEF on Pillar 2, "Social protection and basic services" and co-leads with UNDP and UNFPA on sub group of "Social Protection". The interventions under this SP&PMF projects were highlighted in these forums and included in the Results and Resources (RRF) framework. This RRF has been shared with the government as an annex of UNDAF (United Nation's Development Assistance Framework) for endorsement.

UNSDCF: The UN is in preparation for formulating Sustainable Development Cooperation Framework. The ILO has contributed in Theory of Change and Strategic Priority Development for UNSDCF. One of the strategic priority areas is "Human welfare and wellbeing" which aims to work for universal social protection for all.

CCA: The project contributed in highlighting social insurance in the Common Country Analysis (CCA) by the UN.

UNCRPD: The project contributed along with UNICEF, UNFPA, UNDP, UNWOMEN and UN Resident Coordinator's Office in facilitating a workshop with the Organizations of Persons with Disabilities on how to expedite implementation of UN Convention of Rights of Persons with Disabilities (UN CRPD). In the discussions, social protection for PWDs with discussed where participants shared the increased vulnerabilities experienced by PWDs in this COVID-19 situation.

A11.5.9. Strategic partnerships with other development partners

The ILO has been working with the German Government and its implementing agency GIZ, since 2013, after the Rana Plaza building collapse, for introducing an Employment Injury Insurance Scheme. From ILO's experience of social insurance schemes, usually, an EIS scheme is the first a country introduces.

Based on implementation of an EIS scheme, gradually the country expands to other social insurance scheme. As an impact of COVID-19 pandemic, the trial of an EIS could not start in mid-2020. Discussions are ongoing with constituents for initiating the trial. GIZ is supporting (signed agreement) the ILO for the implementation of open MIS for the administration of social insurance schemes in Bangladesh. This MIS system will cater to both EIS and an unemployment insurance scheme.

As mentioned before, BMZ funded project on Wage subsidy for RMG sector is complementing this SP&PFM project. SP&PFM project is co-funding the technical expertise from the ILO for designing the Wage Subsidy Disbursement Mechanism and developing Factory Selection Criteria. BMZ funded project is allowing to pilot this design, including grievance handling mechanism and impact basement. Complementary of these projects will help the constituents to experience implementation of the design developed and improve it as required. BMZ funded project was developed in line with [Call to Action](#)⁶⁵ which "Calls for work on sustainable systems of social protection for a more just and resilient garment industry." Based on the preliminary feasibility assessment of an unemployment insurance in Bangladesh, that will be conducted under this project, the ILO will be mobilizing resources to support the government for proceeding with the implementation of the recommendations.

A11.5.10. Budget implications

To facilitate implementation of the project, the budget for a full time National Project officer has been allocated. The SP&PFM project is benefited from the international actuarial expert and cash disbursement expert under BMZ funded project. CO Dhaka has allocated national project coordinator and project secretary from ongoing project to expedite implementation. Fund allocated for project secretary under this project will be utilized later in the implementation period. The savings may be utilized for equipment (laptop, doc station) purchase of the staff under this project. The project didn't have much expenditure during the reporting period. The fund will be utilized in 2021 for activities and associated costs in the budget.

A11.5.11. Lessons learned – highlights

From the initial discussions with the constituents during the reporting period, the project considers a lot of efforts would be required in advocacy and capacity building of the constituents on the wage subsidy disbursement mechanism as it is new for the country. The project officials and representatives from Country Office have been sharing with the representatives of the constituents the background, how social protection schemes work and the logic behind designing such schemes in the context of Bangladesh. The country has vast experience in direct cash disbursement to the vulnerable. However, the existing registry of vulnerable population suffers from high inclusion (46.5) and exclusion errors (71 per cent) (As per NSSS mid-term review). One probable reason behind this high inclusion and exclusion error is the criteria set for vulnerability. The project is taking time to ensure, the wage subsidy guideline does not suffer from such errors and constituents understand the importance of designing it in a comprehensive manner. Several formal and informal bi-lateral discussions are taking place for them to co-create the design and own the design of a wage subsidy guideline. The project already faced some delays in arranging meetings due to competing priorities of constituents as well as confusion on similar projects by other development partners.

A11.5.12. Visibility & Communication

The project intervention was highlighted by Director General Department of Labour (DoL), Ministry of Labour and Employment (MoLE). He has mentioned in a roundtable discussion on "Financing universal social protection during COVID-19 and beyond" government's interest to work on development of an Unemployment Insurance with the support from the ILO and EU.

Contribution of EC-INTPA to support the country towards a sustainable unemployment insurance scheme was highlighted in the bi-lateral and tripartite meetings with constituents.

The SP&PFM project link is highlighted in the Social Protection page of ILO CO Dhaka.⁶⁶

⁶⁵ https://www.ilo.org/global/topics/coronavirus/sectoral/WCMS_742343/lang--en/index.htm

⁶⁶ <https://www.ilo.org/dhaka/Areasofwork/social-protection/lang--en/index.htm>

The project interventions are integral part of UN Immediate Socio-Economic Recovery Framework (I-SERF) proposed work.

► Annex A11.A1. Project risk register

Ref.	Risk statement. The event we do not want to see and its potential impact on objectives	Comment. Explain how the risk might arise and the importance of the impact	Measures currently in place to address this risk	Impact	Likelihood	Total	Change ¹	Risk Owner ²	Additional risk response for the attention of the implementation team and the Steering Group
1.	Workers' and employers' organizations do not actively support the beneficiary list or specific elements of wage subsidy disbursement plan, particularly the Risk Pooling approach	All organizations are equally aware or committed. There may be lack of understanding of and resistance to risk pooling if the implications are not well understood.	Continuous communication with employers and Government stakeholders to understand the positive impact	Medium	medium				
2.	Due to Covid-19 pandemic, Government are more focused on response in emergency	Result in slow Project implementation and delivery of output.	Flexibility to conduct work remotely and time to allow for changes	Medium	Medium				
3.	Changes in focal point of national tripartite constituents (Government and Employers organization), result in slow project mobilization and delivery of output	Frequency of national and local elections of employers and Government, and changes in key officials cause implementation delays	Flexibility and time to allow for changes	Medium	Medium				
4.	Loss of momentum, interest and support on the part of Bangladeshi tripartite constituents (Government, Employers and Workers) for the wage subsidy disburse mechanism developed	Owing to uncertainty of the economic climate/demand in the RMG sector due to COVID-19 and consequent financial limitations for government and industry. Potentially high if many stakeholders withdraw support and active participation	The project emphasizes awareness raising and the dissemination of evidence and experience from other countries	High	Medium				
<p>¹ The Change column is used during implementation and summarizes the change since the last time the risk register was presented. Three symbols are used:</p> <ul style="list-style-type: none"> ⬆ Increase in the total level of risk ↔ No change in the total level of risk ⬇ Decrease in the total level of risk <p>² The Risk Owner column is used during implementation and records the name of the person with day-to-day responsibility for monitoring the risk and coordinating the response.</p>									

APPENDIX 12. CABO VERDE



Cabo Verde – Mindelo Carnival, Emmanuel Simoën, Flickr

► A12.1. Executive summary

The EU-ILO-UNICEF-GCSFP programme “Improving synergies between social protection and public finance management” aims to support countries in their efforts to work towards achieving universal and sustainable social protection coverage. These objectives are fully aligned, both with the human right to social protection and the 2030 Agenda for sustainable development.

In Cabo Verde, the effort towards the extension of social protection coverage is a national goal. The public social protection institutions as the other ILO constituents (employers and workers) are very engaged with achieving universal coverage. But the COVID-19 crisis had unprecedented effects on the sanitary and economic structures of this Small Island Developing State, jeopardizing the work that was being carried out. These effects, especially among specific groups of people more affected by COVID-19, required adequate responses for their mitigation.

The proposal is, from the beginning, built on a participatory approach, particularly through the close work done with the national response and recovery coordination platform, that in its configuration includes different line ministries, namely the ones more directly linked with the socio and economic sectors needed to mitigate the negative impacts of COVID-19.

During the design of the proposal, a very participative consultation with the main stakeholders was put in place. Stakeholders consulted were: the National Institute for Social Insurance of the Ministry of Health and Social Security responsible for the contributory social protection; the Direction-General for Social Inclusion, the Direction-General for Planning, Budget and Management and the National Centre for Social Benefits of the Ministry of Family and Social Inclusion responsible for non-contributory social protection; National Direction of Plan representing the Ministry of Finances; National Direction of Political Affairs and Cooperation representing the Ministry for Foreign Affairs and Communities; Resident Coordinator Office; the Delegation of European Union in Cabo Verde; reviewed by ILO's Bureaux for Workers and Employers Activities, respectively. After all the internal ILO arrangements, the Project Document was finalized in November 2020.

The months of December 2020 was devoted to activities and discussions to prepare for the implementation of the project.

- Discussions were held with the INPS, DGIS, DGPOG, CNPS to better understand the initiative of “Improving and promoting the extension of social protection coverage to those groups of people more affected by COVID-19” to be implemented during 2021.
- Meetings were organized with institutions to discuss the need for consolidation of a series of instruments, such as the CSU (Cadastro Social Único), to “locate” and establish the connection with the beneficiaries.

The implementation of this programme in Cabo Verde aims, on one hand, to work at the operationalization level and finance administration governance tools allowing to have more/better information and promote safer and risk reduction exposure of social protection beneficiaries to COVID-19. In practice, the interventions will consolidate work instruments, such as the CSU and the IT system used to manage the mutual health fund allocated to the social pensions; improve and develop monitoring and evaluation systems and contribute to the reflection of the need to develop a shock responsive social protection. On the other hand, it aims to develop awareness-raising campaigns to make extension of social protection coverage to be effective, thus encouraging formalization, and endorsing it as human right, while highlighting the creation of inter-generational values. This programme has a gender responsiveness approach across all groups.

► A12.2. Budget/Planning information

Project budget in EUR:	200,000	
Project duration in months: 15	Planned	Actual
Project start date:	October 2020	December 2020
Project end date:	September 2021	December 2021

► A12.3. Summary outputs

A12.3.1. Output delivery⁶⁷

Output	Output status	Output summary
Outcome 1: Support the expansion of existing registry, M&E, administration and delivering mechanisms/tools to make them suitable to respond to the COVID-19 pandemic to reduce beneficiaries' exposure to risk of poverty and contamination		
1.1. Updating and expanding CSU (unique single registry for non-contributory benefits), to register and update information on poorer and extremely poor households, including RSO beneficiaries (informal workers, including domestic workers)	On schedule	When the pandemic hit the country, informal workers were not registered in any registry (neither non-contributory nor contributory) therefore it was difficult to find them. Besides, the single registry is in its consolidation phase which demands a two wings approach: (1) to extend the registration to go beyond of just the most poor and vulnerable, particularly to start registering informal workers that positioned themselves as potential receivers of the solidarity income (benefit created to informal workers due to the negative COVID-19 effects); (2) to start the update process of registries that were made back into 2019. Different meetings took place with the Ministry of Family and Social Inclusion and Ministry of Finance to identify the scope of the consultancy and on to agree on the administrative and financial modalities. The ToRs for the review are being prepared jointly with the national counterpart, and the consultancy will start in May 2021.
1.2. Improving social pensions management system/platform , in order to make selection process faster and more accurate particular to address the increase on demands received because of the COVID-19 and, at the same time, to reduce risk exposure of elderly people in hospitals or public pharmacies by making more efficient and easier the access to the medical platform available through the mutual health fund coupled to the social pension	On schedule	ToRs for the study to improve the social pension management system are agreed with the government, including its budget and administrative modalities. The study will start in May 2021.

⁶⁷ Based on the Implementation Plan.

Output		Output status	Output summary
1.3.	Identification, costing, recommendations, and operational planning on alternative delivery mechanisms of the social pension, to promote safer and faster payments and avoid risk exposure of elderly people in the Mail Offices	Delay: behind schedule	<ul style="list-style-type: none"> Meetings were held to discuss and identify clear results to be achieved through this work and the methodology. The CNPS assumed the responsibility to start drafting the ToRs and will share for comments and suggestions.
1.4.	Evaluation and capitalization of RSO measure , as an example of lessons learned for the future and good M&E practices	Delay: behind schedule	<ul style="list-style-type: none"> Different meetings took place with the Ministry for Family and Social Inclusion to ensure that concerned national stakeholders are fully informed and agreed on the arrangements for implementing this evaluation. Considering recent change in the staff of the Ministry, ILO will be draft the initial ToRs.
1.5.	Adoption of a social security account framework , in order to be more responsive and improve finance administration governance tools to better demonstrate the COVID-19 impact on social insurance account , while being able to reflect it in the State budget	On schedule	<ul style="list-style-type: none"> Discussions took place with National Social Insurance Institute, regarding the preparation of the process (development of ToRs and possible external support to be engaged). Due to the busy time of the year for 2020 accounts closure, the government recommended postponing the activity until April 2021 to ensure their full commitment.
1.6.	Production of a country case study on multiplier effects of social protection expenditures (using the Structural VAR methodology), integrated in a global article using 9 countries data, to be published in an academic journal	On schedule	<ul style="list-style-type: none"> The government has reviewed the concept note for the multiplier effect study developed at the global level and is committed to conduct the study and share the necessary data, directly through the Ministry of Finances. Data are being collected and will be shared with the global team in April 2021.

A12.3.2. Outputs: Overall delivery assessment⁶⁸

<input type="checkbox"/>	Highly satisfactory Implementation of almost all (>80%) outputs is on schedule as envisaged in the implementation plan and almost all (>80%) indicator milestones have been met.	<input checked="" type="checkbox"/>	Satisfactory Implementation of the majority (60-80%) of outputs is on schedule as envisaged in the implementation plan and the majority (60-80%) of indicator milestones have been met.
<input type="checkbox"/>	Unsatisfactory Some (40–60%) outputs are being implemented on schedule as envisaged in the implementation plan and/or only some (40–60%) indicator milestones have been met.	<input type="checkbox"/>	Very unsatisfactory Few (<40%) outputs are being implemented on schedule as envisaged in the implementation plan and/or only a few (<40%) indicator milestones have been met.

⁶⁸ This is a self-assessment.

► A12.4. Summary outcomes

A12.4.1. Outcome achievement⁶⁹

Indicator	Baseline (before project start)	Indicator Milestone (compare planned against actual)	Target (end-of-project goal)	Immediate Outcome summary
Outcome 1: The National Social Registration (NSR) is strengthened as an effective management information system for social protection in Nigeria, with improved mechanisms for interoperability with humanitarian relief as well as rapid relief to vulnerable groups impacted by the shock				
Number of existing identification, administration/management and delivery instruments and mechanisms that are expanded and reinforced	Number of existing identification, administration/management and delivery instruments and mechanisms that are expanded and reinforced: 0	Below are on-going activities towards the 2021 target: <ul style="list-style-type: none"> – Consolidation of procedures through the planning exercise to be done to move forward with the CSU expansion and update. – Consolidation of the CSU regarding introduction of new households (HH) and updated HH; the expansion of the registries will take into account people that previously had made the pre-registry in the platform of the Solidarity Income (RSO). – Development of the IT system for the management of the social pensions' mutual health fund component. – Reinforce CNPS capacities to enhance different payment mechanisms for the social pensions 	Number of existing identification, administration/management and delivery instruments and mechanisms that are expanded and reinforced: 3 (CSU and Social pensions mutual health fund), and social pension payment solutions.	On track: most milestones met

⁶⁹ Based on the M&E plan.

Indicator	Baseline (before project start)	Indicator Milestone (compare planned against actual)	Target (end-of-project goal)	Immediate Outcome summary
Number of finance administration governance tools and evaluations exercises that are improved	Number of finance administration governance tools and evaluations exercises that are improved: 0	<p>Below are on-going activities towards the 2021 target:</p> <ul style="list-style-type: none"> Through an evaluation study, capitalization of the Solidarity Income experience, in order to conduct to a reflection on the need to have shock responsive social protection responses. An open presentation to validate the document with the presence of different partners is being discussed. <p>In 2021:</p> <ul style="list-style-type: none"> With the INPS a study will be conducted to adapt a national social security account. It is expected that the work will implicate different level follow up, particularly at the Governing Body of INPS, where representatives of Workers' and Employers' Organizations have a place. A close contact with the Ministry of Finances will also be needed to ensure the needed alignment. 	Number of finance administration governance tools and evaluations exercises that are improved: 2	
Number of awareness raising campaign and knowledge creation on social protection conducted	Number of campaigns: 1 (INPS)	<p>Below are on-going activities. The establishment and composition of a working group to follow up the work and to ensure links between existing projects are being discussed.</p> <p>In 2021:</p> <ul style="list-style-type: none"> Different methods of communication will be used to promote information sharing and to listen workers, workers organizations and associations, among other. A final document with recommendations is expected to be produced and shared with INPS and other stakeholders of the process. A communication brief can be produced to document the process of how the campaign was thought and implemented and the knowledge sharing moments it promoted. 	Number of campaigns: 2	

A12.4.2. Achievement of the project outcomes

<input type="checkbox"/>	Highly probable Almost all (>80%) reporting period milestones have been met. Based on the indicators and risk assessment, it is highly probable all outcomes will be achieved by the end of the project.	<input checked="" type="checkbox"/>	Probable The majority (60–80%) of reporting period milestones have been met. Based on the indicators and risk assessment, it is probable the majority of outcomes will be achieved.
<input type="checkbox"/>	Low probability Some (40–60%) reporting period milestones have been. Progress is being made on the outcomes but based on the indicators and risk assessment only some outcomes will be achieved.	<input type="checkbox"/>	Improbable Few (<40%) reporting period milestones have been met. Limited progress is being made on the outcomes and based on the indicators and risk assessment only a few outcomes will be achieved.

It is worth mentioning that none of the activities were initially predicted to be fully implemented during 2020. All of them were planned to start preparation during the last month of 2020, without any financial delivery.

► A12.5. Narrative report: Managing for results

A12.5.1. Progress summary

The proposal is, from the beginning, built on a participatory approach, particularly through the close work done with the national response and recovery coordination platform, that in its configuration includes different line ministries notably those more directly linked with the socio and economic sectors needed to mitigate the negative impacts of COVID-19. Stakeholders consulted were: the National Institute for Social Insurance of the Ministry of Health and Social Security (MSSS) responsible for contributory social protection; the Direction-General for Social Inclusion (DGIS), the Direction-General for Planning, Budget and Management (DGPOG) and the National Centre for Social Benefits (CNPS) of the Ministry of Family and Social Inclusion (MFIS) responsible for non-contributory social protection; National Direction of Plan (DNP) representing the Ministry of Finances (MF); National Direction of Political Affairs and Cooperation (DNAPEC) representing the Ministry for Foreign Affairs and Communities (MNEC); Resident Coordinator Office; the Delegation of European Union in Cabo Verde.

It is worth mentioning that the Delegation of the European Union in Cabo Verde was not only supportive but also involved in the preparation of the proposal, which guaranteed they approval regarding the proposal that was sent.

Following the notification of the selection of Cabo Verde for the EC-INTPA (at that time, EC-DEVCO) call for proposal, there was the need to further detail the activities suggested and the alignment with the government's priorities. These consultations involved all stakeholders mentioned above. The Project Document was finalized in November 2020.

The months of December 2020 was devoted to activities and discussions to prepare for the implementation of the project.

- Discussions were held with the INPS, DGIS, DGPOG, CNPS to better understand the initiative of "Improving and promoting the extension of social protection coverage to those groups of people more affected by COVID-19" to be implemented during 2021.
- Meetings were organized with institutions to discuss the need for consolidation of a series of instruments, such as the CSU (Cadastro Social Único), to "locate" and establish the connection with the beneficiaries. During these meetings discussions were held with the different Departments of MFIS (i.e. DGIS, DGPOG) to: (i) make an update of the situation at a municipal level, in particular regarding the registration of households and the ways of expanding and updating it; (ii) to identify the next step to put in place the activity related to the improvement of

the IT solutions for the Mutual health fund (which is related with another activity started in 2020 through the ACTION/Portugal project); (iii) to list some already known solutions that need to be costed regarding the use of different payment mechanisms for the social pensions; (iv) to discuss on how can the evaluation of the Solidarity Income can contribute to put into the political agenda the need to have a shock responsive social protection system.

Two main events explain, up to a certain point, some minor delays in the implementation: some internal staff movement in the ILO in Cabo Verde and the replacement of the Minister of Family and Social Inclusion in the beginning of December.

A12.5.2. Evaluations, reviews and monitoring

Information from the United Nations Development Assistance Framework (UNDAF) in Cabo Verde, covering from 2018–2022, and the Strategic Plan for Sustainable Development (PEDS 2017–2021, "PEDS" for its acronym in Portuguese), national data and data from different work instruments, such as the CSU, was used for the confirmation of the baseline of the SP&PFM project.

The M&E instruments and mechanisms were discussed with the INPS, DGIS, DGPOG, CNPS to assure a better and more efficient expansion and reinforcement of existing identification, administration/management and delivery of social protection coverage.

A12.5.3. Main challenges, risks and corrective action

The possibility of a new wave of COVID-19 in Cabo Verde is a major concern. This reason can make it difficult to meet with the stakeholders. This concern is even more important, due to the Cabo Verde's territorial discontinuity. Discussions are already underway on how to address this challenge by increasing virtual contact and communication.

The change of the Minister of Family and Social Inclusion and some Directors-Generals between December and January had an impact in the slower down of some of the activities.

To overcome the situation, meetings were held with the new responsible and information was shared to guarantee the best "handover" between the project and the new governmental representatives.

The programme faces another challenge related to the national political cycle. In April 2021, legislative elections will be held, and this will bring some consequences in the slower way the project moved forward its implementation. The positive point is that as activities are the technical level therefore, they do not need very high levels of authorisation.

In mid-October, the country will face a new electoral moment. This time with a possible minor impact, once they are the Presidential elections.

A12.5.4. Opportunities and corresponding strategy adjustments

In the aftermath of the elections, if the party in power continues in the Government, it will determine a continuity, meaning that from the time being there are no needs of adjustments to make.

The new EU preparation cycle may bring an opportunity to strengthen importance and entry points to continue improving the social protection system, its link with other sectors, as part of the development strategy of the country. For the time being no need to adjustments, the effective and timely implementation of the project's activities will contribute to this discussion.

A12.5.5. Contribution of the Project to the COVID-19 response

The project contributes to the development of more efficient information and monitoring and evaluation instruments, as well as better emergency responses by the Government to the COVID-19 crisis.

One of the key activities will be to conduct a study to provide relevant recommendations on improving social protection in response to future shocks.

The activity on the expansion and update of the CSU is identified in the National response and recovery plan for COVID-19, in Cabo Verde.

A12.5.6. Specific interventions related to public finance management

One of the main interventions of the project consists of expanding social protection coverage and simultaneously improving data collecting instruments. These instruments will provide essential information on costs and policies to be implemented by the government.

An important achievement will be the adaptation of the national accounts plan to the social security account, bringing a clear perspective of the importance of the financial information of INPS.

The multiplier study effects of social protection is also expected to bring new perspectives and analyses that were, until now, never explored.

A12.5.7. Complementarity with the EU Delegation's interventions and on-going and future Budget Support Programmes

The programme "Improving synergies between social protection and public finance management" was supported by the EU in the context of the COVID-19 crisis. The EU is also supporting the response plan implemented by the government.

In addition, the EU is preparing the next 7 years period of programming to be implemented in Cabo Verde and it is already known that social protection will be one of the key areas. Some synergies are established between this project and the Government's interventions under the EU budget support especially in the mobilization of internal resources for the social sector and in the extension of social security to workers in the informal economy and rural sector.

A12.5.8. Synergies with other strategic social protection interventions

Since 2005, the ILO, with funding from the Government of Portugal has been supporting the strengthening of the social protection system (STEP/Portugal was implemented before ACTION/Portugal). Collaboration between the two projects will focus on the expansion of social protection coverage and on the institutional capacity building, providing technical guidance to create new pensions, improving the communication and awareness campaign on the increase of contribution by the workers. Besides, the social protection technical officer responsible for the implementation of the ACTION/Portugal project will also be the person conducting and implementing SP&PFM project in Cabo Verde.

In addition, the project coordinates its intervention with a World Bank project involved too in the response to the COVID-19 crisis through temporary cash transfers to the poorest households (i.e. 5,450 households in December 2020), and the constant support given to the single registry. Finally, the project has created synergies with a SIDA funded project which has a component on improving communication and awareness campaign for the affiliation of informal workers in INPS.

All these three projects focus on workers in informal economy and in the poorest households in Cabo Verde. This is good for joint interventions and the guarantee durability of the SP&PFM achievements.

In the framework of the «West Africa competitiveness project – Cabo Verde», in beginning 2020 the EU financed the payment of an extraordinary social protection benefit – the RSO (Solidarity Income) – to thousands of informal and REMPE workers. The current project will allow capitalizing on this past intervention through communication campaign encouraging the formalization of workers and identification of lessons learned from that specific intervention.

Some synergies will be established especially in the implementation of the Outcome 1.2 of SP&PFM project.

A forth project – SDG Fund for Financing – is also expected to create synergies, particularly through possible activities such as a fiscal space analysis and other.

A12.5.9. Strategic partnerships with other development partners

Discussions on collaboration with development partners, such as other ILO projects, World Bank, SIDA and EU, Portugal, are ongoing.

A12.5.10. Budget implications

As per the project's implementation plan, there were no expectation of financial delivery within the first 3 months of the project that focus on the preparation of the processes: drafting ToRs through a participatory approach, identify consultants (when needed), prepare the procurement details and build all the file pieces to submit to internal procedures (technically and administratively speaking this preparation is time consuming and most of the times under considered in the preparation of work plans). Also, the project is implemented in complementarity to the ILO/ACTION Portugal intervention and therefore did not recruit specific staff for its implementation.

A12.5.11. Lessons learned – highlights

For the time being the more important lesson learned is the importance of applying a participatory approach in the definition of a social protection project with the inclusion of all different government departments and institutions. This allows for the recognition and identification of a comprehensive system that can be managed through different institutions, but that contribute to the same goal: social protection coverage of workers and families and vulnerable population throughout the life cycle and achieve universal social protection.

A12.5.12. Visibility & Communication

The project page on the website is developed. A brief information on the country and project is being prepared to make available in the project's website.

Considering that since January ILO has another UE financed project in Cabo Verde, considering time saving and all the COVID-19 protective measure, the idea is to have a single activity to launch both projects.

► Annex A12.A1. Project risk register

Risk statement. The event we do not want to see and its potential impact on objectives	Comment. Explain how the risk might arise and the importance of the impact	Measures currently in place to address this risk	Impact	Likelihood	Total	Change ¹	Risk Owner ²	Additional risk response for the attention of the implementation team and the Steering Group
Second wave of COVID-19	The increase in the cases for COVID-19 and the need to adhere to the WHO protocol of social distancing, will impact the physical engagement of stakeholders at the central and local level considering its technical assistance approach.	<ul style="list-style-type: none"> – Provide technical support remotely (virtual) – Organize online meeting – Strategic partnership with some national institutions for the implementation of some activities 	Delay in implementation of project activities	High		↑	ILO	Creation of virtual platforms for project deliverable
Legislative elections	During the electoral campaign, the programme's activities can be used as a political advantage	Ensure technical discussions, avoiding the need for political decisions	Delay in implementation of project activities	Medium		↓	ILO	<p>The municipal elections did not have an impact because they took place during the preparation of the final version of the PRODOC.</p> <p>Besides, legislatives elections will take place in April 2021.</p> <p>Worth mentioning that in December the previous Minister of Family and Social Inclusion quitted, together with our main directors' counterparts. The situation was overcome with meetings and exchanges with the new directors.</p>

Risk statement. The event we do not want to see and its potential impact on objectives	Comment. Explain how the risk might arise and the importance of the impact	Measures currently in place to address this risk	Impact	Likelihood	Total	Change ¹	Risk Owner ²	Additional risk response for the attention of the implementation team and the Steering Group
Presidential elections	During the electoral campaign, the programme's activities can be used as a political advantage	Guarantee that at that moment all the political decisions have been made	Delay in implementation of project activities	Low		↔	ILO	The Presidential elections will be held after the at the end of the project implementation, and these activities are not expected to be used as an advantage
<p>¹ The Change column is used during implementation and summarizes the change since the last time the risk register was presented. Three symbols are used:</p> <ul style="list-style-type: none"> ⬆ Increase in the total level of risk ↔ No change in the total level of risk ⬇ Decrease in the total level of risk. <p>² The Risk Owner column is used during implementation and records the name of the person with day-to-day responsibility for monitoring the risk and coordinating the response.</p>								

► Annex A12.A2. Communication and visibility

A round table to launch the project is supposed to happen, together with the launch of another EU project financed to ILO in Cabo Verde (Trade4DecentWork), profiting the presence of the most important counterparts, including workers' and employers' organizations.

A launching video of the project is predicted to be done to allow people to better understand the project and its objectives.

APPENDIX 13. CÔTE D'IVOIRE



Female entrepreneur: Léonie Amongoua (right) – stylist and modelist – now employs 35 people in her fashion workshop and exports her models, 2003. © ILO.

► A13.1. Executive summary

In consultation with the main stakeholders, especially the General Directorate of Social Protection (DGPS) of the Ministry of Employment and Social Protection (MEPS), the Social security institutions, worker ' and employer' organizations, the Project Document was developed and finalized in November 2020.

The month of December 2020 was devoted to activities and discussions to prepare for the implementation of the project in 2021:

- A discussion with the General Directorate of Social Protection (DGPS) to better understand the initiative of "Increasing social security coverage for workers in the informal sector in Grand Abidjan" to be implemented from 2021.
- A discussion with World Bank on their intervention "towards a more resilient and productive urban informal sector" that aims among other to propose policy recommendations for the Government to support informal sector actors in a more systematic way towards better livelihoods, and inform the preparation of the new World Bank operations supporting better jobs outcomes for the Ivorian population. It is planned to support a social insurance scheme for informal workers
- The development of a ToR for Information and awareness-raising campaign for workers in some markets of Abidjan about the importance of Universal Health Coverage, to be implemented through the Inter-Union Committee for the Transition to the Formal Economy (CITEF). Discussions are engaged with the National Health Insurance Fund for the implementation of this campaign earlier in 2021.

The ILO Country Office has finalized the assessment of COVID-19 pandemic impacts on business and workers in informal economy that analyzed especially some response measures implemented by the Government, with inputs from the SP&PFM project. The project will draw on some findings and recommendations of this study.

The process for the recruitment of the Project Manager was finalized in December 2020 and the selected candidate will start on February 2021.

The ILO Country Office Director had a meeting with the EU Delegation Representative in Côte D'Ivoire and they discussed among other of the SP&PFM project and EU Delegation showed their interest to further collaborate with ILO on extension of social security to informal economy.

► A13.2. Budget/Planning information

Project budget in USD:	200,000	
Project duration in months: 44	Planned	Actual
Project start date:	October 2020	December 2020
Project end date:	October 2021	January 2021

► A13.3. Summary outputs

A13.3.1. Output delivery⁷⁰

	Output status	Output summary
Outcome 1: The emergency measures of the Government's support plans, linked to COVID-19, contribute to extend sustainably the social protection coverage in Ivory Coast, through better inter-sectoral coordination and dynamic involvement of all actors, and to achieve Sustainable Development Objectives 1 and 10		
1.1. Adequate and appropriate mechanisms for gender-sensitive protection of entrepreneurs and informal sector workers within the framework of the governments support plans for COVID-19 are implemented.	On schedule	<ul style="list-style-type: none"> – The ILO Country Office has finalized the assessment of COVID-19 pandemic impacts on business and workers in informal economy in November 2020. The SP&PFM project provided inputs on social protection components. Due to their poor registration and identification, the access of workers in informal economy to the Government support plans for COVID-19 was very limited. One of the key recommendations of the study was the development of adapted mechanisms for the access of workers in informal economy to the Social Security Scheme for the Self-Employed (RSTI) and the Universal Health Coverage (CMU). The SP&PFM project will contribute to the implementation of this recommendation.
1.2. Collaboration is strengthened among ministries, social protection institution/programmes, workers', employers' and professional organizations to support the extension and sustainable financing of social protection for entrepreneurs and workers in the informal sector, giving priority to women, children, persons with disabilities, older persons and migrant workers.	On schedule	<ul style="list-style-type: none"> – On 10 August 2020, a national consultation was organized to discuss the main interventions of the project, and brought together representatives from the General Directorate of Social Protection, workers and employers organizations, the National Health Insurance Fund (CNAM) and the National Social Security Fund (CNPS). – On 6 November 2020, a discussion was organized with World Bank on their intervention "towards a more resilient and productive urban informal sector" that aims among other to propose policy recommendations for the Government to support informal sector actors in a more systematic way towards better livelihoods, and inform the preparation of the new World Bank operations supporting better jobs outcomes for the Ivorian population. It is planned to support a social insurance scheme for informal workers – On 18 December 2020, a meeting was organized with the General Directorate of Social Protection (DGPS) to discuss the SP&PFM project and better understand the initiative of "Increasing social security coverage for workers in the informal sector in Grand Abidjan" to be implemented from 2021. The project will support this initiative especially the development of adapted tools and awareness raising.

⁷⁰ Based on the Implementation Plan.

	Output status	Output summary
Outcome 2: National capacities for the design, implementation, monitoring and follow-up of effective universal social protection systems and programmes that are gender and disability sensitive are strengthened		
2.1. Mechanisms are available to support the engagement of representative organizations of workers and entrepreneurs in the informal sector for the implementation of the social protection schemes for workers and entrepreneurs in the informal economy	On schedule	– A ToR was developed in December 2021, for Information and awareness-raising campaign for workers in some markets of Abidjan about the importance of Universal Health Coverage, to be implemented through the Inter-Union Committee for the Transition to the Formal Economy (CITEF). Discussions are engaged with the National Health Insurance Fund for the implementation of this campaign earlier in 2021.
2.2. Technical knowledge, skills and capacities are strengthened for the monitoring and evaluation of the extended or new social protection schemes, with the participation of social partners and informal sector professional organizations	On schedule	Activity to be implemented in 2021

A20.3.2. Outputs: Overall delivery assessment

<input type="checkbox"/>	Highly satisfactory Implementation of almost all (>80%) outputs is on schedule as envisaged in the implementation plan and almost all (>80%) indicator milestones have been met.	<input checked="" type="checkbox"/>	Satisfactory Implementation of the majority (60–80%) of outputs is on schedule as envisaged in the implementation plan and the majority (60–80%) of indicator milestones have been met.
<input type="checkbox"/>	Unsatisfactory Some (40–60%) outputs are being implemented on schedule as envisaged in the implementation plan and/or only some (40–60%) indicator milestones have been met.	<input type="checkbox"/>	Very unsatisfactory Few (<40%) outputs are being implemented on schedule as envisaged in the implementation plan and/or only a few (<40%) indicator milestones have been met.

► A13.4. Summary outcomes

A13.4.1. Outcome achievement⁷¹

Indicator	Baseline (before project start)	Indicator Milestone (compare planned against actual)	Target (end-of-project goal)	Immediate Outcome summary
Outcome 1: The emergency measures of the Government's support plans, linked to COVID-19, contribute to extend sustainably the social protection coverage in Ivory Coast, through better inter-sectoral coordination and dynamic involvement of all actors, and to achieve Sustainable Development Objectives 1 and 10.				
Availability of appropriate and adequate mechanisms for gender-sensitive protection of contractors and informal sector workers as part of state support plans for COVID-19.	Existing tools and procedures are not well adapted to workers in informal economy	Below are activities planned: <ul style="list-style-type: none"> – Develop recommendations to improve and expand social protection measures initiated to address the COVID-19 crisis and build more sustainable social protection systems – Dialogue between the State, workers' and employers' organizations and professional organizations for the implementation of support plans – Assessment of the existing institutional and operational frameworks for social protection and identify opportunities and achievements for building the regime of extension to the informal economy – Assess the costs and sustainable financing mechanisms, including within the budget space, of the measures to extend the RSTI and the CMU – Technical support to the government for drafting the regulations for the effective implementation of the RSTI and extension of the CMU – Training and capacity building activities for the different actors in the field of social protection – Build the governance, management and monitoring/evaluation of the deployment of the 	Tools and procedures are improved and adapted to workers in informal economy	On track: most milestones met

⁷¹ Based on the M&E plan.

Indicator	Baseline (before project start)	Indicator Milestone (compare planned against actual)	Target (end-of-project goal)	Immediate Outcome summary
<p>Number of sessions organized by the National Social Protection Platform to discuss the extension to workers in informal economy</p> <p>Number of training sessions</p>	0	<p>Social Security Scheme for the Self-Employed (RSTI) and the Universal Health Coverage (CMU)</p> <ul style="list-style-type: none"> – Develop a communication strategy and materials towards a range of professional organizations <p>Below are activities planned:</p> <ul style="list-style-type: none"> – Training and capacity building activities for the different actors in the field of social protection – Build the governance, management and monitoring/evaluation of the deployment of the Social Security Scheme for the Self-Employed (RSTI) and the Universal Health Coverage (CMU) – Develop a communication strategy and materials towards a range of professional organizations 		
Outcome 2: National capacities for the design, implementation, monitoring and follow-up of effective universal social protection systems and programmes that are gender and disability sensitive are strengthened				
<p>Number of partner organizations identified</p> <p>A strategy to support the extension of social protection is available.</p>	0	<p>Below are activities planned:</p> <ul style="list-style-type: none"> – Develop training materials and manuals of procedures and/or specifications for the implementation of the extended or new social protection measures and the involvement of employers', workers' and professional organizations. – Develop a model partnership agreement/service contract between professional organizations and social insurance institutions (CNPS and CNAM). – Capitalize on the project experience and formulate a set of recommendations for the strengthening and sustainable involvement of employers' and workers' organizations and professional bodies in the extension of social protection. 	<p>At least five organizations of workers in informal economy identified and strengthened to collaborate with social security institutions</p> <p>01 strategy to support the extension is developed</p>	<p>On track: most milestones met</p>

A13.4.2. Achievement of the project outcomes

<input type="checkbox"/>	Highly probable Almost all (>80%) reporting period milestones have been met. Based on the indicators and risk assessment, it is highly probable all outcomes will be achieved by the end of the project.	<input checked="" type="checkbox"/>	Probable The majority (60–80%) of reporting period milestones have been met. Based on the indicators and risk assessment, it is probable the majority of outcomes will be achieved.
<input type="checkbox"/>	Low probability Some (40–60%) reporting period milestones have been. Progress is being made on the outcomes but based on the indicators and risk assessment only some outcomes will be achieved.	<input type="checkbox"/>	Improbable Few (<40%) reporting period milestones have been met. Limited progress is being made on the outcomes and based on the indicators and risk assessment only a few outcomes will be achieved.

► A13.5. Narrative report: Managing for results

A13.5.1. Progress summary

Following the notification of the selection of Côte d'Ivoire for the ECDEVCO call for proposal, ILO organized on 10 August 2020, consultations with the main stakeholders for the development of the project document. These consultations involved especially the General Directorate of Social Protection (DGPS) of the Ministry of Employment and Social Protection (MEPS), the Social security institutions, worker ' and employer' organizations. The Project Document was finalized in November 2020.

The month of December 2020 was devoted to activities and discussions to prepare for the implementation of the project in 2021:

- On 6 November 2020, a discussion with World Bank on their intervention "towards a more resilient and productive urban informal sector" that aims among other to propose policy recommendations for the Government to support informal sector actors in a more systematic way towards better livelihoods, and inform the preparation of the new World Bank operations supporting better jobs outcomes for the Ivorian population. It is planned to support a social insurance scheme for informal workers. Some synergies will be established especially in the implementation of the Outcome 2 of SP&PFM project.
- On 18 December 2020, a discussion with the General Directorate of Social Protection (DGPS) to better understand the initiative of "Increasing social security coverage for workers in the informal sector in Grand Abidjan" to be implemented from 2021. This initiative aims at piloting the Social Security Scheme for the Self-Employed (RSTI) adopted in 2019. The DGPS committed to nominate a focal point for the SP&PFM project. The SP&PFM will support this initiative especially by developing adapted tools and awareness raising.
- In December 2021, a ToR was developed for Information and awareness-raising campaign for workers in some markets of Abidjan about the importance of Universal Health Coverage, to be implemented through the Inter-Union Committee for the Transition to the Formal Economy (CITEF). Discussions are engaged with the National Health Insurance Fund for the implementation of this campaign earlier in 2021.
- From November to December 2020, the DGPS with financial support from UNICEF carried out an assessment of the implementation of the National social protection strategy. ILO provided technical support to the drafting of the report and the identification of action areas for the next national social protection strategy.
- From October to December 2020, ILO provided technical support for the development of the UN Cooperation Framework for Sustainable Development (2021–2025) in Côte d'Ivoire. The interventions of the SP&PFM project were included in the outcome related to social protection.

The ILO Country Office has finalized the assessment of COVID-19 pandemic impacts on business and workers in informal economy that analyzed especially some response measures implemented by the Government, with input from the SP&PFM project, especially on section related to social protection. Globally, workers in informal economy didn't benefit from the two main measures: The Support and Solidarity Fund (*Fonds de soutien et de solidarité*, FSS) and the Informal Sector Actor Support Fund (*Fonds d'appui aux acteurs du secteur informel*, FASI). The lack of identification and registration is among other the reason for this situation.

The SP&PFM project will draw on some findings and recommendations of this study, in the implementation of Outcome 1.

The process for the recruitment of the Project Manager was finalized in December 2020 and the selected candidate will start on February 2021.

A13.5.2. Evaluations, reviews and monitoring

Information from the UN Cooperation Framework for Sustainable Development (2021–2025) in Côte d'Ivoire and the assessment of the National social protection strategy, were used for the confirmation of the baseline of the SP&PFM project.

The M&E plan was discussed with the DGPS and the Focal point to be nominated by the DGPS will participate to the M&E of the project.

A13.5.3. Main challenges, risks and corrective action

The project manager will be on board on February 2021 which has pushed the starting date of the project.

The second wave of COVID-19 in Côte D'Ivoire is a big concern and could make it difficult to meet with the partner. Discussions are ongoing already on how to address this challenge through increased virtual contact and communication.

A13.5.4. Opportunities and corresponding strategy adjustments

The initiative of "Increasing social security coverage for workers in the informal sector in Grand Abidjan" to be implemented from 2021 is an opportunity for the project to implement on ground activities.

A13.5.5. Contribution of the Project to the COVID-19 response

The project contributed to the development of the assessment of the COVID-19 impact on small and medium enterprises. One of the main findings of this assessment is that workers in informal economy had limited access to response measures implemented by the Government. A key recommendation was developing adapted tools and procedures and carried out awareness raising campaign for the affiliation of workers in informal economy in the social insurance institutions (CNAM and CNPS). The SP&PFM project will support this recommendation as part of the outcome 1.

A13.5.6. Specific interventions related to public finance management

One of the main interventions of the project is to assess the costs and sustainable financing mechanisms, including within the budget space, of the measures to extend the RSTI and the CMU resulting from the dialogue. Discussions were organized with representatives from the Ministry of Finance during the development of the UN Cooperation Framework for Sustainable Development (2021–2025) in Côte d'Ivoire and the development of options for creating more fiscal space for social protection was agreed as a key priority intervention. The ILO Handbook "fiscal Space for social protection" was presented to participant of the working group on social protection.

A13.5.7. Complementarity with the EU Delegation's interventions and on-going and future Budget Support Programmes

The design of the "Régime social des travailleurs indépendants (RSTI)" was supported by the EU and in the context of the COVID-19 crisis, EU is also supporting the response plan implemented by the government.

Moreover, EU and Ivorian Government are discussing strategies for sustainable COCOA and access to social protection for cocoa farmers is a key action area.

Some synergies are established in the implementation of this project with activities implemented by Ivorian Government with EU budget support especially on domestic resource mobilization for social sector and the extension of social security to workers in informal economy and rural sector.

The ILO Country Office Director had a meeting with the EU Delegation Representative in Côte D'Ivoire and they discussed among other of the SP&PFM project and EU Delegation showed their interest to further collaborate with ILO on extension of social security to informal economy.

A13.5.8. Synergies with other strategic social protection interventions

Discussions were organized with two ILO projects in Côte d'Ivoire and some synergies were identified and agreed:

- RBSA project: Collaboration will be developed in the communication and awareness campaign for the affiliation of workers in informal economy to the health insurance scheme.
- ACCEL project: An agreement was signed between this project and the National Health Insurance Fund to promote health insurance for workers in COCOA sector. The collaboration will be on the development of tools and procedures for informal worker organizations to play a role of entry point for the health insurance coverage.

These two projects are focused on workers in informal economy and rural sectors. This is good for joint interventions and the durability of the SP&PFM achievements.

Moreover, the Republic of Côte d'Ivoire launched the process for the development of a new social protection policy and the interventions of the SP&PFM project will contribute to this process, especially in national dialogue and financing aspects.

A13.5.9. Strategic partnerships with other development partners

Discussions on strategic partnership and collaboration are ongoing with development partners especially UNICEF for interventions on costing, fiscal space and health coverage, World Bank on the extension of social security to workers in informal economy.

A13.5.10. Budget implications

The project budget was agreed in November 2020 and the recruitment of the National Coordinator was finalized in December 2020.

A13.5.11. Lessons learned – highlights

The development and implementation of a national identification and registration mechanism for workers in informal economy is very key for their access to Government social services especially in time of crisis.

A13.5.12. Visibility & Communication

The project Document was officially shared with the General Directorate of Social Protection with clearly indication of the support received from EU.

A meeting of the Inter Agency Social protection Group was organized in November 2020 and ILO presented the SP&PFM project with a focus on EU support for its implementation.

► Annex A13.A1. Project risk register

Risk statement. The event we do not want to see and its potential impact on objectives	Comment. Explain how the risk might arise and the importance of the impact	Measures currently in place to address this risk	Impact	Likelihood	Total	Change ¹	Risk Owner ²	Additional risk response for the attention of the implementation team and the Steering Group
Second wave of COVID-19	The increase in the cases for COVID-19 and with need to adhere to WHO protocol of social distancing, will impact in physical engagement of stakeholders at the national and state level considering its technical assistance approach.	<ul style="list-style-type: none"> – Provide technical support remotely (virtual) – Organize online meeting – Strategic partnership with some national institutions for the implementation of some activities 	Delay in implementation of project activities	High		↑	ILO	Creation of virtual platforms for project deliverable
<p>¹ The Change column is used during implementation and summarizes the change since the last time the risk register was presented. Three symbols are used:</p> <ul style="list-style-type: none"> ↑ Increase in the total level of risk ↔ No change in the total level of risk ↓ Decrease in the total level of risk <p>² The Risk Owner column is used during implementation and records the name of the person with day-to-day responsibility for monitoring the risk and coordinating the response.</p>								

APPENDIX 14. ECUADOR



► A14.1. Executive summary

The SP&PFM project seeks to strengthen the current institutional framework for social protection system in the event of job loss in Ecuador, in order to provide the economy with a counter-cyclical mechanism that enables it to mitigate the negative effects on employment and workers' income, both formal and informal, and avoid a possible fall into poverty and conditions of vulnerability. Through an adequate link between active and passive employment policies, considering gender-gaps, and the institutionalisation of the participation of social actors, the project is expected to promote a better and faster reintegration of workers into the labour market.

To date, progress has been made in revising to detail with all stakeholders, projects' objectives and major milestones, in order to consolidate the working group with the official delegates and discussing with them the importance of the project and the unique opportunity to work on the linkages between social protection mechanisms and public finance management. Also, planning for the development of technical notes and webinars is in progress, with the objective of raising awareness on important topics around the project and to identify discussion topics that can contribute to its development.

Also, currently work is focused at the level of subgroups with the main implementers that are the Social Security Institute and the Ministry of Labor, to advance in the activities of the work plan related with the evaluation of the current operation of the unemployment insurance, review of international experiences of better practices and initial outline of improvement proposals.

► A14.2. Budget/Planning information

Project budget in EUR:	186,963		
Project duration in months:	13	Planned	Actual
Project start date:		November 2020	December 2020
Project end date:		October 2021	November 2021

► A14.3. Summary outputs

A14.3.1. Output delivery⁷²

	Output status	Output summary
Outcome 1: Population has adequate institutions and mechanisms that provide income protection against job loss		
1.1. Improved and new protection mechanism against unemployment for formal and informal workers.	On schedule	Resolutions developed of the Board of Directors, Ministerial Agreements or Inter-Institutional Agreements aimed to the Approval of the comprehensive protection mechanism against unemployment for the entire population considering the participation of the tripartite constituents.

⁷² Based on the Implementation Plan.

	Output status	Output summary
1.2. Improved and new definitions of scope of application, defined benefits (sufficient) and eligibility conditions	On schedule	A technical report that presents the revised and new scope of application, the level of benefits and qualifying conditions of the improved or new unemployment protection scheme including the gender disparities, is endorsed by the tripartite constituents
1.3. Sustainable financing of defined monetary benefits.	On schedule	Report presenting the sustainable financing scheme that allows financing benefits in the face of the different protected events, over time is endorsed by the tripartite constituents.
Outcome 2: Population has access to mechanisms that promote quick and better reintegration into the labour market that guarantees quality employment and fosters better coordination between contributory and non-contributory schemes.		
2.1. Active and passive policies formally linked	On schedule	Resolutions developed for the Board of Directors, Ministerial Agreements or Inter-institutional agreements that allow the link between active and passive employment policies considering the participation of the tripartite constituents
Outcome 3: Social actors are part of the strategy generation and their needs and demands are considered		
3.1. The participation of social actors is institutionalised	On schedule	Instance of consultative participation of social actors is strengthened.

A14.3.2. Outputs: Overall delivery assessment⁷³

<input type="checkbox"/>	Highly satisfactory Implementation of almost all (>80%) outputs is on schedule as envisaged in the implementation plan and almost all (>80%) indicator milestones have been met.	<input checked="" type="checkbox"/>	Satisfactory Implementation of the majority (60–80%) of outputs is on schedule as envisaged in the implementation plan and the majority (60–80%) of indicator milestones have been met.
<input type="checkbox"/>	Unsatisfactory Some (40–60%) outputs are being implemented on schedule as envisaged in the implementation plan and/or only some (40–60%) indicator milestones have been met.	<input type="checkbox"/>	Very unsatisfactory Few (<40%) outputs are being implemented on schedule as envisaged in the implementation plan and/or only a few (<40%) indicator milestones have been met.

⁷³ This is a self-assessment.

► A14.4. Summary outcomes

A14.4.1. Outcome achievement

Indicator	Baseline (before project start)	Indicator Milestone (compare planned against actual)	Target (end-of-project goal)	Immediate Outcome summary
Outcome 1: Population has adequate institutions and mechanisms that provide income protection against job loss				
Number of resolutions developed of the Board of Directors, Ministerial Agreements or Inter-Institutional Agreements aimed to the Approval of the comprehensive protection mechanism against unemployment		Project reports, administrative resolutions, inter-institutional agreements	Either one of the following options: Resolutions of the Board of Directors: 1 Ministerial Agreements: 1 Inter-Institutional Agreements for the Approval: 1	On track: most milestones met
Number of reports developed that presents the revised and new scope of application, the level of benefits and qualifying conditions of the improved or new unemployment protection scheme		Intermediary and final technical reports, workshops and consultations minutes, correspondence and comments from the tripartite constituents		
Number of report presenting the sustainable financing scheme that allows financing benefits in the face of the different protected events		Intermediary and final technical reports, workshops and consultations minutes		
Outcome 2: Population has access to mechanisms that promote quick and better reintegration into the labour market that guarantees quality employment and fosters better coordination between contributory and non-contributory schemes.				
Number of resolutions developed for the Board of Directors, Ministerial Agreements or Inter-institutional agreements that allow the link between active and passive employment policies	0	Project reports, administrative resolutions, inter-institutional agreements	Either one of the following options: Resolutions of the Board of Directors: 1 Ministerial Agreements: 1 Inter-Institutional Agreements for the Approval: 1	On track: most milestones met

Indicator	Baseline (before project start)	Indicator Milestone (compare planned against actual)	Target (end-of-project goal)	Immediate Outcome summary
Outcome 3: Social actors are part of the strategy generation and their needs and demands are considered.				
Instance of consultative participation of social actors is strengthened.	There is no instance of participation of social actors in the generation of this type of strategies	Project reports, administrative resolutions, inter-institutional agreements	By 2021, an instance of participation of social actors in the generation of this type of strategies is institutionalised	No progress

A14.4.2. Achievement of the project outcomes

<input type="checkbox"/>	Highly probable Almost all (>80%) reporting period milestones have been met. Based on the indicators and risk assessment, it is highly probable all outcomes will be achieved by the end of the project.	<input checked="" type="checkbox"/>	Probable The majority (60–80%) of reporting period milestones have been met. Based on the indicators and risk assessment, it is probable the majority of outcomes will be achieved.
<input type="checkbox"/>	Low probability Some (40–60%) reporting period milestones have been. Progress is being made on the outcomes but based on the indicators and risk assessment only some outcomes will be achieved.	<input type="checkbox"/>	Improbable Few (<40%) reporting period milestones have been met. Limited progress is being made on the outcomes and based on the indicators and risk assessment only a few outcomes will be achieved.

The achievement of project outcomes has a high probability of compliance, even though Ecuador faces an electoral year with a change of authorities by the end of May, we are working with a strategy that allows the project to dig deep into the different areas and teams of the stakeholders, seeking to reduce the risk of missing a milestone. In this early stage of the project and based on the type of indicators and the risk assessment, the preliminary evaluation is that all of the outcomes will be met.

► A14.5. Narrative report: Managing for results

A14.5.1. Progress summary

During the reporting period the Coordination team in the country worked to consolidate the main working group of the SP&PFM project that consist in a permanent team with the official delegates of the main stakeholders. This governance mechanism will be the key implementation body of the different outputs that will lead us to accomplish the outcomes and objectives traced for the project itself. The members of this team have been identified and delegated because they are key actors in the institutions they work in, regarding the accomplishment and institutionalization of the projects' outputs, such as the development and approval of resolutions or ministerial agreements.

At the moment, we have reached an agreement on the viability of each product set in the roadmap and its achievement accordingly. The governance committee has made recommendations for discussing the proposals for improvements based on the latest events in the country, latest studies and analyses developed concerning the current Ecuadorian unemployment insurance and proposals were approved to advance the work plan in a different way, carrying out certain planned activities for subsequent months.

A14.5.2. Evaluations, reviews and monitoring

During the meetings held during this time period under report, we have make sure to explain clearly to the stakeholders the milestones and outputs set in the project, and together we have identified the inputs needed to make a first evaluation of the challenges of the implementation process. Therefore, the main stakeholders have provided information regarding the performance of the current mechanism of unemployment protection, including main results, legal framework in force and analysis made in their institutions regarding the challenges that the current economic crisis imply; topic that was also discussed during these working sessions.

Finally, we have set 3 working subgroups, that will have workshops and detailed discussions on, firstly the current protection mechanisms and the improvement of it, secondly the linkages between active and passive employment policies and the national employment strategy and last, discussions on the link with public finance framework. The inputs developed by these subgroups will finally be discussed

and approved in the governance mechanism, so each institution can then continue with the work on the institutionalization of each decision.

A14.5.3. Main challenges, risks and corrective action

The main challenge identified since the beginning of the SP&PFM project design process was the presidential election that will take place at mid-February 2021 and that will define who will take into office as a new president, by the end of May. In this line, the main risk was the consequent and imminent changes in members of cabinet and the high probability of changes in delegates of counterparts of the project.

As corrective mechanism of this risk, it was defined to include in the team and the governance mechanism other participants different from the authorities and medium scale authorities, such as permanent officials from the departments related in each institution. Also, the ILO team has decided to make new approaches and explain the importance of the project and the one-time opportunity to take advantage for improving social protection mechanisms in the event of job loss, once new authorities are in office with their teams settled in each institution; this also will generate ownership of the project and therefore contribute to a smoother implementation process.

Likewise, in the context of the COVID-19 pandemic, another challenge to the project and its implementation strategy is related to an unexpected change in external environment due to break of COVID-19 pandemic, and a probable uncontrolled increase in the cases and deaths registered, that would exceed the health system capacity, and therefore can lead the authorities to impose another lockdown.

This is seen as a risk for two reasons, the first one because another health, economic and social crisis can push the government to create or reactivate the cash transfers established during 2020 during the first lockdown of the pandemic, and though not prioritizing actions to improve the current mechanism or thinking in designing a new one for groups not covered so far, as designed in the project document.

On the other hand, another lockdown can worsen the already vulnerable economic and fiscal situation of the country, removing from the focus the possibility of covering new population groups (independent or informal workers) with the support and synergies that were wanted with the Ministry of Economy and Finance; as other priorities might take place, like redirecting funds and attention to public health matters or contingent measures to support the most vulnerable population.

So far, as a preventive measure for this not to happen, from the public health point of view, the government is constantly evaluating and changing the preventive measures against contagion such as distancing, distancing or even curfew, as circumstances warrant, to prevent an increase in cases from collapsing the health system. On the side of economic reactivation, the government is constantly searching for new sources of financing that do not put at risk the government's responses to a worsening of the social crisis. However, this will also be affected by the change of government. Additional risk is that, as of today, the fiscal condition of Ecuador is very sensitive, depending very much of external debt and oil prices, so a worsening of these conditions might have a bigger impact.

From the side of the projects' implementation team, if this occur, further response might be to help and advise the government officials that an improvement of the current protection mechanism and the inclusion of the more vulnerable workers in a social protection mechanism, such as independent workers, will effectively help fight a social crisis and prevent a possible worsening of economic conditions of Ecuadorian population.

Likewise, and related to the first risk identified, the project faces the risk of policy changes and lack of constituent or implementing partner commitment/ownership, derived from a change in president and members of cabinet. At the time, this is not a problem, as the implementing partner and the team working on the project were the ones who requested it in the beginning of 2020, and with whom ILO worked to design it, but there is a future risk that once the new authorities take office there will be policy priority changes, or lack of commitment in pursuing the project. The government plans of the presidential candidates have been reviewed, and although they all contain a strong component of social protection, there may be a risk of a different vision of implementation.

For this, in the team that constitutes the governance mechanism, we have asked to include other participants different from the top and medium scale authorities, but public officials that are

permanent in each institutions. Also, since the Ministry of Labor, in coordination with the other ministers of the social sector are working in the employment policy, we have requested that social protection in the event of job loss is included there as well.

Finally, it is necessary to identify as a challenge within the implementation of the project a regulatory modification carried out after the project design, which was institutionalized in the days prior to its official start, and which began to take effect from January 2021. This regulatory modification refers to a change in the percentage of contribution that to date was destined to the Unemployment Insurance Solidarity Fund from 1% of the total contributions to social security to 0.5%. Beyond the financial and regulatory analysis that will be carried out in the execution of the project, this modification was not contemplated by the project, therefore it implies a change in the initial conditions of the project.

The work plan has been updated to include a financial and legal evaluation necessary to help determine if the change would affect the fulfilment of the project objectives has been included in the work plan, in the initial stage. Depending on the evaluation carried out, the project must adjust the planned objectives on modifications to unemployment insurance.

A14.5.3. Opportunities and corresponding strategy adjustments

In the first instance, the opportunities to effectively comply with what was planned include the current strong position that the ILO office in the country has with the different authorities, and that it has been built based mainly on the agreement signed with the main counterparts, but also on the trust built based in the different products developed jointly. Therefore, this gives the opening for ILO to advise and participate in additional spaces for initiatives to improve social protection mechanisms with specific ministries or with the social security institute.

Another important opportunity is the opening for change and implementation of new and better social protection mechanisms that the current authorities have. Although the government is in a context of closing activities for transition, there is great predisposition to implement regulatory reforms and actions to mitigate the negative effects of the economic crisis derived from COVID-19 pandemic. This has brought an interest in including various other actors from the world of work to participate in the project. For example, the Ministry of Labour has included delegates from the, among others, as participants.

This has implied that the times of implementation and start of activities of certain actions of the work plan have been modified, in order to start them in advance from the schedule and develop them in the dynamic of sub-working groups within the governance mechanism created for the project implementation. However, this change does not imply a change in the logical framework or in the outputs or outcomes set in the project document, but it contributes to work in a better and more coordinated way to successfully achieve the milestones and goals.

A14.5.4. Contribution of the Project to the COVID-19 response

Among the main measures that the government took to alleviate the negative effects derived from the COVID-19 pandemic, was to promote, within the "Ley de Apoyo Humanitario", a reform to make certain requirements of unemployment insurance more flexible, which allowed in a temporal way increasing the number of people covered by the benefit, thus expanding the social protection mechanisms that had been implemented at the beginning of the pandemic. The main change was to reduce the waiting time in unemployment to be able to request the benefit from 60 to 7 days. This Law was approved in June 2020, after the main containment measures were taken, as additional measures of support and social protection for people affected by the crisis. Considering that the Law was promoted by the Ministry of Economy and Finance, and supported by the Ministry of Labor and the Social Security Institute, it is consider that the project will be developed in a context under which there is an openness to discuss with them about the synergies and challenges between employment protection measures and public finance management that could lead to effectively take policy decisions to improve the current mechanism and or evaluate a coverage expansion for other groups. It was along these lines that for the preparation of the project Law that several discussions were held between the authorities of the social and fiscal sectors towards finding mechanisms to cover vulnerable people who had lost their source of income, and the ways to finance any extension of coverage of the unemployment insurance. These, were even debated with some multilateral organizations that financed many of the

response strategies in social matters, at first, and gave the government important guidelines in this matter, in the light of the type of workers who could access the benefit, and against an economy with 55 per cent informality in its labor market.

This reform allowed the Seguro de Desempleo to cover, by September, approximately 150% more than in the same period in 2019. Thus, becoming an important mechanism for sustaining the income of unemployed people.

Along these lines, the discussion of the technical note, held in May and the SP&PFM project document presented at the end of August 2020, greatly contributed to the process of construction and debate on the matter.

A14.5.5. Specific interventions related to public finance management

In the first instance, in the process of the project document preparation, several consultations and reviews were carried out with those who are now the implementing actors of the project, identifying the challenges of the different components of the project, being one of the main elements debated that of generating sustainable financing options in the design of scenarios for expanding the Unemployment Insurance coverage. Generating collective awareness of the need to previously identify this element in order to grant sustainability to new services.

On the other hand, during the implementation process, the Ministry of Economy and Finance has been included in the governance committee, in its role as main implementer, whose main delegates are authorities with the capacity to contribute in defining new mechanisms of protection in the event of job loss. In the meetings held until now, the Ministry has participated actively these meetings, the details of the project and the need to incorporate a sense of sustainable financing from the start of the project itself.

A14.5.6. Complementarity with the EU Delegation's interventions and on-going and future Budget Support Programmes

In line with what was stated in the previous point, the European Union was also a very important actor consulted during the design of the project, a process in which relations with the delegation in Ecuador were strengthened.

For its part, in the implementation process, a meeting is planned with the Delegation, to identify additional points of support and comment on the first ideas raised in the meetings with the implementers, this will continue to reinforce the support with the EU delegation.

A14.5.7. Synergies with other strategic social protection interventions

One of the main components of the SP&PFM Project seeks to generate linkages between the active labor market policies and the passive social protection policies, thus and more specifically, seeking to strengthen the current structure of unemployment insurance in the country with other lines of social protection policy.

The government of Ecuador has a non-contributory social protection policy leveraged in cash transfers to the most vulnerable people, most of whom are poor and extremely poor, strategy that the government has been making efforts to reinforced, even before the crisis derived from the COVID pandemic arise. So when the crisis came, the government increased the beneficiary base, created 3 additional and temporal cash transfers and financed it through external public debt.

The project seeks to work with this context, to accompany and strengthen these monetary transfers in search of covering vulnerable people who lost a source of income and who can be covered by an alternative contributory scheme, which can be supported by the government.

Likewise, and given the concentration on active labor market policies, it would be ideal for the project to show the potential links of these other social assistance programs with the world of labor and productive policies.

Also, it is important to note that the office of ILO has been giving important support to the generation of a comprehensive social protection strategy, that has been led by the National Secretary on social

matters “Toda un Vida”, where one of the elements under discussion is precisely the improvement in the articulation of the system, precisely through active and passive labor market policies.

A14.5.8. Strategic partnerships with other development partners

At the moment the Project has not planned to generate a specific strategic alliance with other international entities, however and given the context of Ecuador, having a strong presence of multilateral organizations and other UN agencies with large projects, it is not ruled out the possibility to generate specific coordination to strengthen the project and ensure synergies with other strategies carried out by the government.

A14.5.9. Budget implications

The adjustments evidenced in the implementation of the project are for the moment related to the work schedule, small for the moment, they do not imply a budgetary modification.

Lessons learned – highlights

Regarding the context and implementing environment, during the weeks that the project has been in implementation, the great instability that may affect some of the results sought by the project is evident, given the context of the COVID-19 pandemic and the implications that this may have on the labor market.

It has also proven necessary to generate stronger inter-institutional coordination and communication actions.

A14.5.10. Visibility & Communication

So far, communication instruments have been developed at a technical level to explain and demonstrate the different components and structure of the project to the implementers and other relevant institutions, input that was worked on based on the logos and image suggested by the Social Protection Department.

In addition, the SP&PFM project is visible on the global program website, where relevant information about the project, its main objectives and components is listed, and donors and main implementing partners have been noted. In the work plan, it is considered meetings with the national delegation of the UE to inform on progress and developments regarding the project and future contributions to the implementation.

APPENDIX 15. MALAWI



Beneficiary Receiving Social Protection Support. Courtesy of WFP

► A15.1. Executive summary

The period October to December 2021 was used to cultivate the initial groundwork for project implementation. This involved consultations with stakeholders to define the scope of work, as well as progressing the requisite procurement and partnership engagements.

The Malawi government, who are the main partners, were engaged to solicit their buy-in and ownership of the project objectives, as well as to discuss the delivery approach.

Further engagements were held with the ILO Social Protection team colleagues at HQ Geneva who will support the planned studies. A Senior Actuary was identified who will lead the studies to assess the feasibility of introducing social insurance programs in Malawi. This study will be supported by the local consultant to support the data collection, ToRs which have since been completed and recruitment to be completed in due course.

► A15.2. Budget/Planning information

Project budget in EUR:	200,000	
Project duration in months: 12	Planned	Actual
Project start date:	October 2020	October 2020
Project end date:	October 2021	October 2021

► A15.3. Summary outputs

A15.3.1. Output delivery¹

Output		Output status	Output summary
Output 1: Government is engaged on potential strategies and mechanisms to increase domestic resource allocation and diversify sources for social protection measures			
1.1.	Government Revenue Mechanisms and Budget Allocations Reviewed	On schedule	Discussions with government started, data collection to start in Q2 of 2021
1.2.	Recommendations on Financing Options for Social Protection in Malawi Produced	On schedule	ToRs for external collaborators developed Will follow the data collection and analysis

¹ Based on the Implementation Plan.

Output		Output status	Output summary
Output 2: Evidence is generated about the financing and coverage potentials and necessary investments for the introduction of a comprehensive social insurance system			
2.1.	Feasibility on the introduction of social insurance assessed	On schedule	ToR developed and being reviewed internally. Data collection to follow
2.2.	Potential coverage, required investments and fiscal contribution of social insurance instruments estimated	On schedule	To follow feasibility study in Q2 and Q3
Output 3: Government has increased knowledge on financial management and financing			
3.1.	Number of Government Officials, Social Partners and stakeholders trained by project activities (disaggregated by gender and institution)	On schedule	Scheduled for Q2 and Q3 of 2021
3.2.	TRANSFORM Module reviewed and finalized	On schedule	Consultants to review the TRANSFORM curriculum have been identified and the work is started

A15.3.2. Outputs: Overall delivery assessment²

<input type="checkbox"/>	Highly satisfactory Implementation of almost all (>80%) outputs is on schedule as envisaged in the implementation plan and almost all (>80%) indicator milestones have been met.	<input checked="" type="checkbox"/>	Satisfactory Implementation of the majority (60-80%) of outputs is on schedule as envisaged in the implementation plan and the majority (60-80%) of indicator milestones have been met.
<input type="checkbox"/>	Unsatisfactory Some (40–60%) outputs are being implemented on schedule as envisaged in the implementation plan and/or only some (40–60%) indicator milestones have been met.	<input type="checkbox"/>	Very unsatisfactory Few (<40%) outputs are being implemented on schedule as envisaged in the implementation plan and/or only a few (<40%) indicator milestones have been met.

² This is a self-assessment.

A15.4. Summary outcomes

A15.4.1. Outcome achievement⁷⁶

Indicator	Baseline (before project start)	Indicator Milestone (compare planned against actual)	Target (end-of-project goal)	Immediate Outcome summary
Outcome 1: The Social Protection Sector of Malawi is supported by sustainable and robust financing mechanisms, including for times of shock				
Percentage share of Government/Domestic Expenditure to Social Protection Programmes	7%	0%	10%	On track: most milestones met
Output 1: Government is engaged on potential strategies and mechanisms to increase domestic resource allocation and diversify sources for social protection measures				
Government Revenue Mechanisms and Budget Allocation reviewed	0%	25%	100%	On track: most milestones met
Recommendations on Financing Options for Social Protection in Malawi produced	0%	25%	100%	
Output 2: Evidence is generated about the financing and coverage potentials and necessary investments for the introduction of a comprehensive social insurance system.				
Feasibility on the introduction of social insurance assessed	0%	30%	100%	On track: most milestones met
Potential coverage, required investments and fiscal contribution of social insurance instruments estimated	0%	20%	100%	
Output 3: Government has increased knowledge on financial management and financing mechanisms for social protection				
Number of Government Officials, Social Partners and stakeholders trained by project activities (disaggregated by gender and institution)	N/A		85%	On track: most milestones met
TRANSFORM Module reviewed and finalized	0%	40%	100%	

⁷⁶ Based on the M&E plan.

A15.4.2. Achievement of the project outcomes

<input type="checkbox"/>	Highly probable Almost all (>80%) reporting period milestones have been met. Based on the indicators and risk assessment, it is highly probable all outcomes will be achieved by the end of the project.	<input checked="" type="checkbox"/>	Probable The majority (60–80%) of reporting period milestones have been met. Based on the indicators and risk assessment, it is probable the majority of outcomes will be achieved.
<input type="checkbox"/>	Low probability Some (40–60%) reporting period milestones have been. Progress is being made on the outcomes but based on the indicators and risk assessment only some outcomes will be achieved.	<input type="checkbox"/>	Improbable Few (<40%) reporting period milestones have been met. Limited progress is being made on the outcomes and based on the indicators and risk assessment only a few outcomes will be achieved.

Preparatory work for the project has progressed quite well. Consultation meetings with relevant stakeholders have been held to introduce the project and set ground for discussion around the data requirements for the project. Terms of reference for all the work pieces have been developed and undergoing review.

Since the project started in the last quarter of 2020 it was significantly challenging to get hold of and adequately engage the relevant stakeholders to the extent required as they were engaged with lean-season response, the implementation of COVID-19 Urban Cash transfer Initiative (CUCI), closing of activities and also the holidays' season.

However with all the preparatory work done there is high probability of the project achieving its outcomes.

► A15.5. Narrative report: Managing for results

A15.5.1. Progress summary

The project took off starting with stakeholder consultations particularly the Government of Malawi to discuss implementation modalities of the project. This included definition of the objectives and scope of the project and partly the data requirements. Further engagements were made with the Geneva (HQ) team that will support the project. A senior actuary to assess the feasibility of introducing different branches of social insurance was identified who will manage a bulk of the analyses in collaboration with the local data collection expert who is yet to be identified.

This preparatory work sets pace for achievement of the project outputs in their sequence starting with Output 1 which aims at engaging Government on potential strategies and mechanisms to increase domestic resource allocation and diversify sources for social protection measures.

Terms of reference for the work on Output 2 including those for data collection work assignment have been drafted and under review.

There is also significant progress on Output 3 where consultants to review the TRANSFORM curriculum have been identified and the work is started.

A15.5.2. Evaluations, reviews and monitoring

The 2020–21 budget was a main reference point for the baseline indicators of the project by looking at the percentage share of governments' expenditure to social protection. In order to monitor progress of the project constant reference is made to the Log frame/monitoring plan. The work plan is also being used as a basis for planning with Government as during planning sessions with government, the initial work plan of the project were sequenced with governments timelines and priorities.

A15.5.3. Main challenges, risks and corrective action

There has been a change of staff in the project – The Junior Technical Advisor (P2) transferred to another country. This means temporary reduction of the team while the replacement is not on board. This scenario could potentially lead to delays in progressing of activities if the gap is prolonged due to the recruitment process.

To counter this risk, there has been increased interphase with the ILO Lusaka Social Protection team to benefit from additional capacity support.

It is worth mentioning that with the start of the project in Q4 of 2020 the project's activities started in a cluttered end of year period for counterparts with other national project such as the COVID-19 Urban Cash Intervention (CUCI) moving into mainstream implementation, as well as the closing of activities due to the year end break.

Due to this scenario, the project focused on preparatory measures to ensure rapid project traction in 2021.

The deteriorating COVID-19 situation poses the most significant risk to project delivery modalities. This includes a possible restriction on engagements with project stakeholders, constraints to data collection capacity, and health risks to project personnel.

Virtual stakeholder engagements are being considered where possible, as well as alternate project delivery modalities. Project staff have since adopted a tele-working arrangement to improve their health and safety protocols.

A15.5.4. Opportunities and corresponding strategy adjustments

2020 has seen a change of government in Malawi. The incoming government has set an ambitious social protection agenda, which is considering the introduction of an old age pension program, a national health insurance program, as well as to revitalize the workers compensation program. The project will leverage on this interest and generate evidence on feasibility, financing and coverage potentials and necessary investments for the introduction of a comprehensive social insurance system.

A15.5.5. Contribution of the Project to the COVID-19 response

The project focuses on developing medium to long term financing options for government given the foreseeable economic catastrophe that the aftermath of COVID-19 will bring to countries like Malawi. With the shrinking economic activity and domestic revenue the fiscal space for social protection is likely to reduce even more. The project therefore aims at generating evidence and information that allow for sustainable financing options such as contributory schemes in the recovery process from COVID-19. Specific interventions related to public finance management.

The project seeks to engage the Government of Malawi increase knowledge on financial management and financing mechanisms for social protection. This will be achieved through the envisioned active engagement throughout the project and as well as the planned training session.

A15.5.6. Complementarity with the EU Delegation's interventions and on-going and future Budget Support Programmes

The project held an interface meeting with the new Team Leader for Social Sectors in the EU-Malawi, exploring further opportunities for collaboration and the key activities that the project contributes for the Social Support Resilience Programme (SoSuRe) in Malawi. The SoSure Programme aims at exploring new mechanisms for sustainable financing of social protection interventions.

A15.5.7. Synergies with other strategic social protection interventions

The project is working in collaboration with a Joint UN Fund Project (Social Protection for the SDGs in Malawi: Accelerating inclusive progress towards the SDGs) which is aimed at supporting the development of a long-term financing strategy for SP in Malawi.

The project is working in coordination with the Joint UN Project to ensure that the Strategy entails the contributory side of SP (Output 2 of this project) and also explore further avenues for revenue mobilization (Output 1).

The work on social insurance schemes under this project is expected to help in future discussions of the contributory aspect of Social Protection so that it is included in the National Social Support Policy in Malawi.

More concretely, some of the data collected through this project will also be used for a Multiplier Effect Study of Social Protection requested by the Government of Malawi, which is also part of the global research component of the SP&PFM programme.

A15.5.8. Strategic partnerships with other development partners

The ILO has working relationships with WFP and UNICEF, with established development partner relationships with EU, Ireland and the United Kingdom. Further engagements with GIZ and World Bank are expected in 2021.

A15.5.9. Lessons learned – highlights

Context and implementing environment

The project is exploiting synergies with other social protection projects, namely the EU funded Social Support Resilience Programme (SoSuRe) in Malawi. The SoSuRe programme is supporting the Malawi government with capacity building in financing. It is intended that this project supports with the expert resource and data to complement that underlying gap of the SoSuRe programme. The Joint UN funded Social Protection for the SDGs in Malawi: Accelerating inclusive progress towards the SDGs has a component of fiscal space analyses that focus on non-contributory social protection schemes. This project aims to complement those efforts including on contributory schemes. These important areas of coherence ensure the comprehensive support to the Social Protection Sector in Malawi.

In addition the project actions are aligned to the National Social Support Policy and Malawi National Social Programme (MNSSP) II

A15.5.10. Visibility & Communication

The project documentation was formally presented to the Poverty Reduction and Social Protection Division under the Ministry of Economic Planning, Development and Public Sector Reforms to ensure it is visible on the Government's national development agenda.

Ongoing project work is also publicized via ILO Newsletters, as well on-line social protection platforms.

A knowledge management consultant has been recruited by ILO Lusaka to assist with the documentation of implementation experiences and lessons learnt.

► Annex A15.A1. Project risk register

Risk statement. The event we do not want to see and its potential impact on objectives	Comment. Explain how the risk might arise and the importance of the impact	Measures currently in place to address this risk	Impact	Likelihood	Total	Change¹	Risk owner²	Additional risk response for the attention of the implementation team and the Steering Group
Loss of ILO project staff	Due to staff turnover or health/security risks.	Teleworking for project staff.	High	Medium	High	↑	ILO	Ongoing monitoring of the COVID-19 health risks.
Project delivery modalities constrained	Deteriorating health/security situation in Malawi.	Teleworking for project staff.	High	High	High	↑	ILO	Ongoing monitoring of the COVID-19 health risks.
Mis-alignment of project with Government priority	A change of Government priorities.	Ongoing engagement with Government.	High	Low	Low	↔	ILO	Ensuring that project outcomes are embedded in Government strategy.
¹ The Change column is used during implementation and summarizes the change since the last time the risk register was presented. Three symbols are used: ↑ Increase in the total level of risk ↔ No change in the total level of risk ↓ Decrease in the total level of risk ² The Risk Owner column is used during implementation and records the name of the person with day-to-day responsibility for monitoring the risk and coordinating the response.								

► Annex A15.A2. Communication and visibility

The ILO Malawi team has developed a Facebook page to highlight ongoing activities.

<https://www.facebook.com/ILO-Malawi-1587316708175396/>

APPENDIX 16. MYANMAR



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► A16.1. Executive summary

The project started in mid-November. The time to the end of 2020 was used for putting in place the project management tools, recruitment and initial fact-finding and data collection work. These progresses are in line with the work plan.

► A16.2. Budget/Planning information

Project budget in EUR:	199,790		
Project duration in months:	13	Planned	Actual
Project start date:		October 2020	November 2020
Project end date:		December 2021	December 2021

► A16.3. Summary outputs

A16.3.1. Output delivery⁷⁷

Output	Output status	Output summary
Outcome 1: Development of a Post COVID-19 social protection strategy to strengthen financial sustainability of the SSB and increase the robustness of systems to future shocks and crises		
1.1. Assessment of the effectiveness of current benefits (Health and Social Care Scheme and Employment Injury Insurance Scheme) to address risks and vulnerability in times of crisis, and recommendations to strengthen shock responsiveness of the SSB.	On-track	Assessment of the impact of COVID-19 initiated through the development of Terms of Reference and the identification of international experts. A social protection stakeholders mapping is being initiated.
1.2. Actuarial analysis to assess the impact of COVID-19 on the financial sustainability of the SSB, taking into consideration the use of reserves and existing funds to finance current and proposed Government and SSB responses to the crisis.	On-track	Terms of reference drafted and expert identified. Data company hired and currently supporting the Social Security Board in collecting, compiling and digitalising data that will be necessary for actuarial analysis, as a joint effort to conduct comprehensive actuarial analysis on the impact of COVID-19 and UI

⁷⁷ Based on the Implementation Plan.

Output		Output status	Output summary
1.3.	Analysis of options and recommendations for Social Security Fund investment	On-track	Not started
1.4.	Consultations and coordination meetings with stakeholders, integration of inputs in technical reports and recommendations	On-track	Internal coordination meetings takes place on weekly basis
Outcome 2: Build the foundations of an Unemployment Insurance scheme, as per Social Security Law 2012			
2.1.	Design and costing of an Unemployment Insurance scheme	On-track	Terms of reference drafted and actuarial and policy experts identified.
2.2.	Consultations and coordination meetings with stakeholders, integration of inputs in technical reports and recommendations	On-track	Not started
2.3.	Tripartite consultations on design options and meetings with stakeholders	On-track	Not started
2.4.	Capacity building of SSB management board on Unemployment Insurance design and administration	On-track	Not started
Note: the Project received funding in mid-November only, it is too early to report on progress of substantive activities, given the timing of project approval and funding received was toward the end of the year. The constituents had been busy with the financial year-end closure and other year-end priorities.			

A16.3.2. Outputs: Overall delivery assessment⁷⁸

<input type="checkbox"/>	Highly satisfactory Implementation of almost all (>80%) outputs is on schedule as envisaged in the implementation plan and almost all (>80%) indicator milestones have been met.	<input checked="" type="checkbox"/>	Satisfactory Implementation of the majority (60-80%) of outputs is on schedule as envisaged in the implementation plan and the majority (60-80%) of indicator milestones have been met.
<input type="checkbox"/>	Unsatisfactory Some (40–60%) outputs are being implemented on schedule as envisaged in the implementation plan and/or only some (40–60%) indicator milestones have been met.	<input type="checkbox"/>	Very unsatisfactory Few (<40%) outputs are being implemented on schedule as envisaged in the implementation plan and/or only a few (<40%) indicator milestones have been met.

⁷⁸ This is a self-assessment.

► A16.4. Summary outcomes

A16.4.1. Outcome achievement

Indicator	Baseline (before project start)	Indicator Milestone (compare planned against actual)	Target (end-of-project goal)	Immediate Outcome summary
Outcome 1: Development of a Post COVID-19 social protection strategy to strengthen financial sustainability of the SSB and increase the robustness of systems to future shocks and crises				
Review of current provision and assessment of impact of shocks and crises is endorsed by tripartite stakeholders	Baseline: 0 No evaluation of the responsiveness of the SSB to shocks and crisis undertaken	<i>Note:</i> The Project received funding in mid-November 2020 only, it is too early to report on progress of substantive activities, given the timing of project approval and funding received was toward the end of the year. All the targets are expected to achieve during and by the end of 2021.	Target: 1 Review of current provision and assessment of impact of shocks and crises undertaken and report discussed	<i>Note:</i> The Project received funding in mid-November 2020 only, it is too early to report on progress of substantive activities, given the timing of project approval and funding received was toward the end of the year. All the targets are expected to achieve during and by the end of 2021.
Analysis of current and likely future development of financial status of schemes and recommendations approved by tripartite stakeholders	Baseline: 0 No actuarial evaluation of the SSB undertaken to assess the impact of COVID.19 response on financial sustainability		Target: 1 One report of the analysis of current and likely future development of financial status of schemes and recommendations for improving the sustainability	
Technical report with recommendations and a SSB investment strategy is endorsed by SSB	Baseline: 0 No strategy to ensure sustainability and shock responsiveness of the SSB		Target: 1 Discussion report with recommendations provided to the SSB; Report endorsed by the SSB	
Outcome 2: Build the foundations of an Unemployment Insurance scheme, as per Social Security Law 2012				
Technical report on the Design of the UI scheme and costing of different options for scheme design is presented to the tripartite stakeholders	Baseline: 0 No design of the Unemployment scheme		Target: 1 Design of the UI scheme and costing of different options for scheme design	

Indicator	Baseline (before project start)	Indicator Milestone (compare planned against actual)	Target (end-of-project goal)	Immediate Outcome summary
Consensus on the proposed design options of the UI scheme	Baseline: 0 Government and Social partners have not yet discussed the design of the UI scheme		Target: 1 Report on the description of the social dialogue process and consensus reached on the different parameters endorsed by tripartite stakeholders.	
Training and knowledge transfer sessions	Baseline: 0 SSB has never implemented the UI scheme and hence have no knowledge on possible design and implications of implementation		Target: 6 One Training and at least five knowledge transfer sessions are conducted	

A16.4.2. Achievement of the project outcomes

<input type="checkbox"/>	Highly probable Almost all (>80%) reporting period milestones have been met. Based on the indicators and risk assessment, it is highly probable all outcomes will be achieved by the end of the project.	<input checked="" type="checkbox"/>	Probable The majority (60–80%) of reporting period milestones have been met. Based on the indicators and risk assessment, it is probable the majority of outcomes will be achieved.
<input type="checkbox"/>	Low probability Some (40–60%) reporting period milestones have been. Progress is being made on the outcomes but based on the indicators and risk assessment only some outcomes will be achieved.	<input type="checkbox"/>	Improbable Few (<40%) reporting period milestones have been met. Limited progress is being made on the outcomes and based on the indicators and risk assessment only a few outcomes will be achieved.

► A16.5. Narrative report: Managing for results

A16.5.1. Progress summary

During the inception phase, the project was presented to various stakeholders including the social protection Donor Working Group. These consultations were instrumental in introducing the project and inviting possible partnerships. The Project Document with a multi-annual work plan, budget, and communication and visibility strategy was submitted and approved by the European Commission's Directorate-General for International Partnerships (DG INTPA).

The two-month reporting period was dedicated to the project set-up of the team, with the recruitment of the National Project Coordinator and the development of a detailed work plan, and coordination with the main implementing partner, the Social Security Board of Myanmar.

Priority was also given to initiate the work on the assessment of the impact of COVID-19 and on the set-up of the unemployment insurance scheme. This was done with the development of Terms of Reference and the identification of international experts. Data availability and accessibility being a major issue in Myanmar. In collaboration with other ILO Projects (Luxembourg funded) a data company was hired and is currently supporting the Social Security Board in collecting, compiling and digitalizing data that will be necessary for actuarial analysis (Activity 1.2) as a joint effort to conduct comprehensive actuarial analysis. A social protection stakeholders mapping is being initiated.

Social partners were consulted during the elaboration of the project document and will be further engaged through on-line meetings at the early stage of the initial studies being prepared (actuarial analysis, labour market analysis, etc.).

A16.5.2. Evaluations, reviews and monitoring

The initial project management and staffing processes were carried out in line with the project objectives and the work plan. For the staffing of the project, standard ILO practices were used to ensure recruitment was fully in line with good practice and rules.

Meeting with stakeholders to review progress of the project is set to take place every quarter, and the progress of the project will be reported as part of the regular review on Decent Work Country Programme at the National Tripartite Dialogue Forum (NTDF).

A16.5.3. Main challenges, risks and corrective action

The project is facing a few challenges that may potentially hinder progress in delivery of outputs:

- (a) The main challenge is the spread of the COVID-19 pandemic, which results since March 2020 in an international travel ban and domestic travel restrictions in Myanmar. Gatherings are also still limited. The situation worsened towards the end of 2020 and restrictions were not expected to be lifted before the second quarter of 2021 at the earliest.
 - **Mitigation:** Technical working sessions, trainings and consultations are taking place using remote working modalities as a mitigation measure. The ILO already has substantial experience in carrying out such remote training since early 2020 and is confident that the learning objectives will be met.
- (b) The year end period (November and December), is usually a very busy time for all organizations due to the financial closure and reporting requirement nature. The implementing partners of the project is no exception. The pandemic is also affecting them, their availability at this time of the year. It also appeared that the priority would temporarily shift towards the response to the health crisis. (November and December's statistic of positive COVID-19 cases were high in Myanmar). The SSB, though is not a main body to provide health care intervention, is indeed affected by staff absenteeism (on sick leave) and by the direct management of its own health facilities under social security.
 - **Mitigation:** Yearend nature's business is temporary. As for priority issues, regular meeting to be set up to ensure access for information sharing and decision making by the implementing partners is not hampered.
- (c) Another challenge consists in the limited availability of data of sufficient quality, and in soft format. This could impact the quality of the analysis if it is based on data which is not accurate, up to date or relevant.
 - **Mitigation:** Experience on data issues relevant to other actuarial valuations will be called upon. The ILO has experience of addressing such data challenges, including within Myanmar. In addition, a data company has been contacted to support data collection and analysis and as a potential support for the process. This has proved an effective approach on previous actuarial work in Myanmar.

A16.5.4. Opportunities and corresponding strategy adjustments

By being more closely involved with the data process than initially planned, the project is likely to be able to provide more input and training on the data management process itself. As the project is in an early stage, whether additional opportunities are likely to arise will become more evident in the next couple of months.

In December, another opportunity arised, whereby Japan indicated interest to work to support Myanmar on unemployment insurance as well. The strategy proposed is to promote the adoption of the Active Labour Market Policy (ALMP). The work toward achieving the ALMP is a logical parallel framework in supporting the sustainability of the UI. The long-term impact of this project is to enhance income security and employability for all workers in Myanmar, as well as a successful transition to a more robust and crisis-resistant social protection system. The project will focus on creating conditions to implement the unemployment insurance scheme foreseen under the 2012 Social Security Act and to establish linkages with active labour market policies (ALMPs). It will conduct a series of policy research activities; and facilitate policy dialogues and capacity building based on knowledge and evidence produced through a number of research activities. In addition, it will develop activities to increase stakeholders' understanding and awareness of the importance of social protection, in particular unemployment insurance, through the organization of knowledge sharing events. In this sense, while EU-DEVCO project will aim at the development of unemployment insurance scheme in Myanmar and workers continue to access income or other benefits during the time of unemployment, the Japan funded project will ensure that these unemployed labors can rejoin labor force and access jobs.

A16.5.5. Contribution of the Project to the COVID-19 response

The overall objective is to support the Government of Myanmar to efficiently respond to COVID-19 and other future crises by strengthening the shock-responsiveness and financial sustainability of the national social protection system, in order to protect workers and households from falling further into poverty particularly in times of crises and in supporting economic recovery.

More specifically, the project is expecting to contribute to the COVID-19 response by improving the robustness of financing of the SSB system in support of the Government of Myanmar efforts to improve sustainability of the overall social protection system, whilst ensuring adequate benefits. In addition, the project is supporting the Government in designing and preparing for the implementation of an Unemployment Insurance Fund, to be prepared to respond effectively and efficiently to future crises but also to invest in human capital and support economic growth at all times.

A16.5.6. Specific interventions related to public finance management

Both elements of the project work are heavily focused on the financial implications of current and future social protection provision in Myanmar. The financial overview of current social security provision will include financial projections on different bases and scenarios which not only will contribute to the assessment of the financial context of the introduction of a new UI scheme but also financing implications and what factors affect these. These results will provide input into broader considerations regarding government finances and fiscal space. The actuarial analysis of a proposed UI scheme will cost the different design options and undertake sensitivity analysis to assess the likely range of future costs. In addition, the policy recommendations regarding the financing of a proposed contributory system will, on one hand take into account the broader fiscal picture and on the other, support sustainability, as it will move the financing burden away from direct government transfers.

A16.5.7. Complementarity with the EU Delegation's interventions and on-going and future budget support programmes

The project work together with the EU Delegation in Yangon to ensure the continuity and institutional and financial sustainability of the EU funded Emergency Cash transfer programme Myan Ku. This is proposed to be done by transforming a COVID-19 emergency and donor funded response into a sustainable, law-anchored social security scheme benefiting the largest possible share of the population, across different sectors.

A16.5.8. Synergies with other strategic social protection interventions

The project complements on-going ILO interventions on the actuarial assessment of the SSB health and social care scheme, which seeks to assess the current and future financial situation of the scheme as well as informing decisions on extension of coverage to dependents and civil servants. The initiatives provide a comprehensive and integrated support to the SSB in building a strong data management function and initiate capacity building on actuarial analysis to inform policy making adequately. These efforts are also expected to inform policy options for the revision of the Social Security law; a process which is expected to start in 2021. In overall, this project synergize well with other ILO's Decent Work initiatives in Myanmar under the framework of the Decent Work Country Programme (DWCP) to extend Social Protection and promote Social dialogue, and other ILO social protection project, such as the Japan project on Active Labour Market Policies.

A16.5.9. Strategic partnerships with other development partners

Japan engaged with the ILO to provide additional fund to support the set-up of the Unemployment Insurance Scheme. The preparation of the project document is on-going. The one-year Japan funding will complement activities funded through EC-INTPA, allowing to intensify efforts on capacity building efforts, communication, cross countries experience sharing, and a stronger focus on Active Labour Market policies.

A16.5.10. Budget implications

No change to the budget are expected so far.

A16.5.11. Lessons learned – highlights

The duration of the reporting period did not allow to generate any lesson learned.

A16.5.12. Visibility & Communication

The Myanmar page of the overall SP&PFM programme website (<https://socialprotection-pfm.org/partner-countries/myanmar/>) is completed, and kept up to date. Social Security Board Officials of Myanmar also attended the Global launch of the project organized by the ILO-HQ.

Communication products considered for the coming period includes short articles on key events and progress, and their publication in both the SP&PFM programme website and ILO Myanmar webpage.

► Annex A16.A1. Project risk register

Risk statement. The event we do not want to see and its potential impact on objectives	Comment. Explain how the risk might arise and the importance of the impact	Measures currently in place to address this risk	Impact	Likelihood	Total	Change ¹	Risk Owner ²	Additional risk response for the attention of the implementation team and the Steering Group
COVID-19 related travels and gathering restrictions are not lifted before the second quarter 2021	Delay in implementation Lower absorption and learning possibilities from partners	Remote working modalities Innovative teaching modalities	Medium	Very high		⬆	ILO	
Availability of international consultants and willingness to conduct remote consultancies only	Delay in implementation	Identification of a few experts Facilitating remote working modalities using following support approaches: Simultaneous translations services; Use of dynamic and innovative digital tools to facilitate on-line workshops	Medium	Medium		⬆	ILO	
Limited government ownership due to change in Government in 2021	Limited buy-in Delay in implementation	Making as much progress as possible under current Government	Medium	Medium		⬆	ILO	
Limited Government availability due to competing priorities	Delay in implementation Low commitment Low absorption capacities	Increased internal ILO coordination to avoid over-burdening SSB with competing support and activities	Medium	Low		↔	ILO	
¹ The Change column is used during implementation and summarizes the change since the last time the risk register was presented. Three symbols are used: ⬆ Increase in the total level of risk ↔ No change in the total level of risk ⬇ Decrease in the total level of risk ² The Risk Owner column is used during implementation and records the name of the person with day-to-day responsibility for monitoring the risk and coordinating the response.								

APPENDIX 17. NIGERIA



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► A17.1. Executive summary

The project "Strengthening and expanding the National Social Registry (NSR) as a shock-responsive social protection system in Nigeria", is a one-year technical cooperation project between the International Labour Organization (ILO) and National Social Safety Nets Coordination Office (NASSCO). The project aims to increase access to social assistance for Nigerian extreme poor and vulnerable individuals, in particular those affected heavily by the COVID-19 crisis. Its strategy is based on leveraging the growing interest in the use of the NSR within the government and International Development partners, by investing in the NSR as a tool for improved coverage, efficiency and effectiveness of income support and health insurance in Nigeria. In doing so, the project builds on ongoing expansion efforts by the government of the NSR in the form of the establishment of different subsets, namely a Unified Beneficiary Registry (URB), a government led-registry for Internally Displaced Persons (IDPs) in Nigeria as well as the Rapid Response Register (RRR) covering urban populations that have been impacted by COVID-19. Both these databases are linked but not completely integrated to the NSR.

The project activities have the objective to strengthen the NSR system and grow its coverage through mechanisms for interoperability with humanitarian relief and health insurance. The project aims to streamline the different subsets of the NSR and to provide structure and guidance to the processes of building the database and its use through different partnerships. This systems strengthening approach is complemented with capacity building activities with social protection partners to implement and monitor shock-sensitive gender-sensitive and disability-inclusive social protection systems and programmes. There are two outcomes expected to be achieved: (i) the National Social Registry (NSR) is strengthened as an effective system for social protection in Nigeria, with improved mechanisms for interoperability with humanitarian relief, health insurance as well as rapid relief to vulnerable groups impacted by shocks, including economic shocks; (ii) a capacity building programme is put in place of the federal ministry of humanitarian affairs, disaster management and social development, NASSCO and partners to implement and monitor effectively shock-sensitive gender-sensitive and disability-inclusive social protection systems and programmes, including COVID-19 response measures for all residents of Nigeria.

On 10 November 2020, project partners organized a virtual kick-off meeting of the project, generating visibility and media attention on the project. Activities started officially with resumption of the ILO project lead on 1 December 2020 and the signing of the implementation agreement between ILO and NASSCO on that same date. Since then, project partners have been working on preparing the grounds for project implementation to start in 2021. NASSCO hired two staff members to work directly under the project and outreach to key stakeholders in the two target states of Yobe and Adamawa has started, with NASSCO and EU connecting ILO directly with their state counterparts and partners. ILO and NASSCO have also started technical discussions with the aim to improve the interoperability of the NSR. Technical work is under way to map out social protection activities in both states and support the State Operations Coordination Units (SOCU's) with information sessions on data mining and interoperability, leading to a work plan with each of them. A local MIS expert will soon join as a consultant to take the MIS and IT support forward following a ToR created with NASSCO directly. The commitment of all partners to the project continues to be visible in the project discussions, supported by a strong political will and donor interest in expanding the NSR.

► A17.2. Budget/Planning information

Project budget in EUR:	179,032		
Project duration in months:	12	Planned	Actual
Project start date:		October 2020	December 2020
Project end date:		September 2021	November 2021

► A17.3. Summary outputs

A17.3.1. Output delivery

Output	Output status	Output summary
Outcome 1: The National Social Registration (NSR) is strengthened as an effective management information system for social protection in Nigeria, with improved mechanisms for interoperability with humanitarian relief as well as rapid relief to vulnerable groups impacted by shocks, including economic shocks.		
1.1	On schedule	<p>The project team is working on a proposal of the creation of an Interoperability framework, focused on creating clarity, guidance and concrete steps for data mining and sharing with the NSR (including SSR, RRR and URB).</p> <p>Target audience: SP partners, Humanitarian partners and the State Health Insurance Schemes. This framework will incorporate the checklists and SOP's already created by NASSCO under this agenda. A terms of Reference has been created to bring on board an external MIS consultant to support the ILO and NASSCO teams to assess the current MIS system, adjust standards and interoperability between systems. She or he will work closely with project staff to develop appropriate measures within the NSR to improve IT and data governance to perfect the functions the NSR wishes to accomplish and to mitigate institutional and individual risk with regard to data breaches.</p>
1.2.	On schedule	<p>The project team has established close contact with the State Operations Coordinating Units (SOCUs) in both states and Development Partners coordinating social protection activities to raise awareness on the project. The project team has developed a template to capture presence and income support activities of all Social Protection and Humanitarian Partners in Yobe and Adamawa State.</p> <p>The team is working on a similar tool to map the use of the different registries among partners, both in SP and Hum across the two states.</p> <p>The project team has presented the project activities and intended support in the first meeting with the Technical Working Group (TWG) on Social Protection in Adamawa and is following up on the Yobe TWG.</p>

Output		Output status	Output summary
1.3.	Strategy created for NASSCO in the context of emergencies, natural disasters, forced displacements, protracted fragility and economic crises to establish contingency plans and multi-year funding strategies to run adaptive social protection mechanisms.	On schedule	The project team is working on collating emergency policies and strategies currently in place. The next steps is to revise and adjust, with a leading role of the NSR in the strategy.
Outcome 2: Capacity building programme put in place of the FMHDS, NASSCO and partners to implement and monitor effectively shock-sensitive gender-sensitive and disability-inclusive social protection systems and programmes, including COVID-19 response measures for all residents of Nigeria			
2.1.	FMHDS, NASSCO staff and SOCUs in target states know how to use and implement new NSR modalities in humanitarian and non-humanitarian scenarios	On schedule	Activities planned for third quarter (Jul.-Sept.) in 2021.

A17.3.2. Outputs: Overall delivery assessment

<input type="checkbox"/>	Highly satisfactory Implementation of almost all (>80%) outputs is on schedule as envisaged in the implementation plan and almost all (>80%) indicator milestones have been met.	<input checked="" type="checkbox"/>	Satisfactory Implementation of the majority (60-80%) of outputs is on schedule as envisaged in the implementation plan and the majority (60-80%) of indicator milestones have been met.
<input type="checkbox"/>	Unsatisfactory Some (40–60%) outputs are being implemented on schedule as envisaged in the implementation plan and/or only some (40–60%) indicator milestones have been met.	<input type="checkbox"/>	Very unsatisfactory Few (<40%) outputs are being implemented on schedule as envisaged in the implementation plan and/or only a few (<40%) indicator milestones have been met.

► A17.4. Summary outcomes

A17.4.1. Outcome achievement

Indicator	Baseline (before project start)	Indicator Milestone (compare planned against actual)	Target (end-of-project goal)	Immediate Outcome summary
Outcome 1: The National Social Registration (NSR) is strengthened as an effective management information system for social protection in Nigeria, with improved mechanisms for interoperability with humanitarian relief as well as rapid relief to vulnerable groups impacted by the shock				
The National Social Registry is adjusted to include sub-sets of data for rapid response (including humanitarian) and linked to the social health insurance schemes.	Rapid Response Registry (RRR) official guidelines (May 2020). Unified Beneficiaries Registry in Yobe and Adamawa states.	Desk review of NSR performed by ILO based on existing documentation of the NSR Framework. Technical discussions led to the development of a ToR for a national MIS expert to join the team as a consultant. Template for Mapping of SP and HUM activities in Yobe and Adamawa was developed to understand different databases available in the states.	Updated NSR system (database) approved, with interoperability with the Rapid Response Registry, Unified Beneficiaries Registry	On track: most milestones met
Coordination structures and ownership of NSR among key stakeholders at federal and state level are improved.	No humanitarian or social health insurance partners are using the NSR in Yobe and Adamawa. A Mining framework for Health insurance created but no MoU's signed yet. Guidelines (and checklist) on use of (state) social registry are already in place, but not actively used.	Supporting collaborations between state operating Coordinating Unit (SOCU) and Social Protection, Health Insurance and Humanitarian actors to increase coverage and use of the State Social Registry (SSR). The project team has established contacts and has started discussions within the Adamawa TWG. Design of an info brief on using the SSR is on the way as well as an accompanying PPT showing simplified steps for mining and data sharing.	Guidelines on use of State Social Registry agreed by all government and non-government social protection, humanitarian and health insurance partners active in Yobe and Adamawa. At least 3 humanitarian or health insurance partners have concrete plans with NASSCO to start using the NSR in future interventions. At least 3 MoU's signed with State Health Insurance Schemes, including in Yobe and Adamawa.	

Indicator	Baseline (before project start)	Indicator Milestone (compare planned against actual)	Target (end-of-project goal)	Immediate Outcome summary
Strategy created for NASSCO in the context of emergencies, natural disasters, forced displacements, protracted fragility and economic crises to establish contingency plans and multi-year funding strategies to run adaptive social protection mechanisms.	No strategy in place	<i>Activities ongoing by project team to be finalized in Q1:</i> Technical review of emergency policies in place, proposal for emergency strategy framework created.	Emergency strategy is developed in consultation with actors of the sector, including agreements, MoU's, SoPs, and Manuals and approved by relevant authorities, ready for signature.	
Outcome 2: Capacity building programme put in place of the FMHDS, NASSCO and partners to implement and monitor effectively shock-sensitive gender-sensitive and disability-inclusive social protection systems and programmes, including COVID-19 response measures for all residents of Nigeria				
FMHDS, NASSCO staff and SOCUs in target states know how to use and implement new NSR modalities in humanitarian and non-humanitarian scenarios	0	Activities planned for third quarter (Jul.-Sept.) in 2021.	At least 60 staff members trained of which at least 20 are women.	On track: most milestones met

► A17.5. Narrative report: Managing for results

A17.5.1. Progress summary

The project fully started operations 1 December 2020. NASSCO hired two staff members under the implementation agreement between NASSCO and ILO. A first meeting took place with the two project officers in January 2021. The staff are strategically placed, with the project officer operating from within NASSCO and a technical advisor stationed at the Ministry of Humanitarian Affairs. Their appointment is already having an effect on the speed and effectiveness of the project. Weekly working sessions have been installed to ensure targets are being met by the team.

The project team, under lead of ILO, is engaged in ongoing technical discussions with NASSCO on the integration of potential beneficiary subsets from other programmes into the NSR and improving data sharing and mining by partners. On the basis of these discussions and review of existing documentation, the project team is working on a proposal of the creation of an Interoperability framework, focused on creating clarity, guidance and concrete steps for data mining, sharing and integration (including SSR, RRR and URB). The target audience for this framework will be: public and non-public Social Protection and Humanitarian partners and State Health Insurance Schemes. This framework will incorporate the checklists and SOP's already created by NASSCO under this agenda. A terms of Reference has further been created to bring on board an external MIS consultant to support the ILO and NASSCO teams to assess the current MIS system, adjust standards and interoperability between systems. Once this expert is on board, he or she will work closely with project staff to develop appropriate measures within the NSR to improve IT and data governance to perfect the functions the NSR aims to accomplish and to mitigate institutional and individual risk with regard to data breaches. Specific focus will be in five main areas: (1) Support NASSCO in creation of data analysis portal which can support self-service analysis for NASSCO and other policy-making institutions. (2) The design of Standard Operating Procedures for managing and operating the NSR information system; adjusting processes of selection, registration and enrolment of beneficiaries in the NSR, specifically those already captured in other databases held by humanitarian actors. (3) The development and implementation of proper backup/restoration, data validation and security procedures to ensure NSR data integrity and availability of data. (4) The Review and improvement of NSR specifications, user roles and controlled access to respect data protection and confidentiality. (5) Planning around the capturing of biometric data in collaboration with NIMC and issuing National Identity Numbers to NSR HH registered in the NSRR.

The project team is further investing in building a strong relationship with different partners at state and federal level to ensure effective awareness raising and collaboration on furthering and improving use of the State Social registries. Project partners have reached out to FAO and Save the Children International on coordination of the social protection technical working groups in Yobe and Adamawa State under Results area 1.2 and to further support the state social register development and interoperability process. A first meeting with the Social Protection Working Group in Adamawa has taken place in which the project team was able to discuss the status of social protection and opportunities and challenges around the use of the State Social Registry by local partners. The ILO project has further liaised with World Food Programme (WFP) with the intent to leverage on the experience of the partner in the humanitarian context, supporting social protection activities in Borno state. An information brief and PowerPoint on data mining and use of the State Social Registry is being created for outreach and awareness purposes.

A17.5.2. Evaluations, reviews and monitoring

A work plan for the full project year as well as a work plan for Q1 2021 was created to ensure the log frame is followed and progress of project activities is being monitored. Weekly project working sessions have been installed to track progress against results and activities in the log frame. The project team discusses and assigns weekly tasks ("to do") which help them achieve key milestones under the project. The progress is documented in project meeting notes. The ILO project leads ensures

that all resource documents under the project are properly stored. A monthly steering committee meeting, in which EU NASSCO and ILO participate in addition focusses on monthly review of progress, identifying challenges and opportunities in implementation and discussion visibility, reporting and budget when needed. The latter platform was installed to ensure the overall Theory of Change of the project is being followed and to discuss any needed adjustments.

A17.5.3. Main challenges, risks and corrective action

The second wave of COVID-19 in Nigeria makes it currently difficult to meet with the lead government partner (NASSCO) and to travel to the target states of Yobe and Adamawa and meet stakeholders there. Although no travel restrictions are in place yet, the government might impose them if cases keep rising. The project team foresees that it will be challenging to get a thorough technical understanding of NSR and promote interoperability without being able to meet project partners frequently and work side by side. Discussions are ongoing already on how to address this challenge through increased virtual contact and communication. Working remotely with partners in the target states might prove to be more difficult, as collaborations still need to be formed and connectivity issues have already hampered outreach efforts thus far. Since NASSCO has a good relationship with state stakeholders, the aim is to leverage their contact points in ensuring close collaboration and ownership.

A17.5.4. Opportunities and corresponding strategy adjustments

The collaboration at the national level and the two project states (Yobe and Adamawa) with state and non-state actors on social protection and on interoperability of the national social register with other systems could have a spill over effect to other states. An initial discussion with WFP on potential collaboration under the project already identified that there are similar issues and discussion ongoing in North-West states of the country. These may draw on project activities and good practices during the project period and beyond through means of continuous knowledge sharing with state and development (UN) partners. This will allow for further data subsets to be aligned and linked with the social register in other states hence making the NSR an effective management information system for poor and vulnerable households beyond the project's focus area.

A17.5.5. Contribution of the Project to the COVID-19 response

When the pandemic hit Nigeria and restrictions were put in place in early 2020, it became clear that the NSR lacked the coverage and protocols to be used in emergency situations for the provision of rapid cash relief to impacted households. Both state and non-state actors (including UN) were ready to provide income support to the affected individuals who were most often located in urban areas, but there was no government-managed data and targeting infrastructure in place to make this happen quickly. This led to the creation of the Rapid Response Register under the lead of NASSCO, a system with quick targeting and registration mechanisms but with alignment and shared data points with the NSR. The situation also increased the attention among social protection and humanitarian partners on the importance of investing in the NSR, by means of mining its data or helping to expand it by sharing their data with the government. The project is contributing to this agenda by raising awareness in Yobe and Adamawa State on the use of the SSR for income support activities (already ongoing) and by building a framework to guide using and sharing data with the State Social Registry. By aligning the different data sets available in the states to the SSR, a more sustainable structure of disaster-preparedness will have been established.

A17.5.6. Specific interventions related to public finance management

The project will indirectly contribute to improve public financial management in the area of social protection. By investing in a single registry which has the ability to track different programmes and their expenditure via secured software, the margin for duplication and misuse of funds used for income support (including relief) and health insurance will be reduced. Putting a solid system in place for these purposes with wide coverage in the country additionally has the potential to attract investments from different sets of local national and international stakeholders. Users will not have to invest in locating beneficiaries and registering and ensure quick impact when needed.

A17.5.7. Complementarity with the EU Delegation's interventions and on-going and future Budget Support Programmes

The EU is currently planning its activities and budget for social protection activities in Nigeria in the EU Nigeria Partnership in the next programming cycle (2021–2027). Upon request, ILO provided input to the questionnaire on areas of interventions. The first draft of their program already shows that linking social protection and humanitarian activities will be a strong focus and as such this project is considered an important technical collaboration aligning well to their development objectives. The EU is a strong supporter of increasing coverage of the NSR throughout the country as well as making it more efficient, effective and shock responsive serving as a backbone for channeling financial support in social assistance programmes to the vulnerable regions in the country. A strengthened NSR would enable the EU to provide this support through a government-led and accountable system.

A17.5.8. Synergies with other strategic social protection interventions

The project leverages ongoing collaborations of NASSCO with the World Bank and DFID. The World Bank ongoing support focusses on implementing the National Social Safety Net Project (NASSP), which includes building of the current National Social Register (NSR) and the FG Household Uplifting Programme-Conditional Cash Transfer (HUP-CCT). Where the NSR and its guiding protocols were initially developed with support of WB, this project will complement them with improved mechanisms for interoperability and support the development of framework for data sharing and integration of other databases; specifically focusing its efforts at the subnational (state) level for humanitarian relief as well as rapid relief to vulnerable groups. Additionally, this project will improve coordination structure, utilization and ownership of the NSR among stakeholders.

Currently, the FCDO (former DFID) works with NASSCO and the Ministry of Humanitarian Affairs in several areas: (i) strategic/policy, (ii) systems building, (iii) capacity building and (iv) co-ordination support to Federal Government, and state governments in Jigawa, Zamfara, Kano and Kaduna. ILO forms part of the Development Partners Group on Social Protection and will use this network to ensure alignment of activities with development partners and continue to explore potential areas of collaboration.

The project lead will additionally work closely with other social protection officers in the ILO office to ensure that the project aligns with ongoing social protection activities of ILO Abuja to maximize impact. ILO's planned support to the government in the development of a social protection bill and the creation of fiscal space for social protection under the Joint SDG Programme in 2021 will be leveraged to ensure the consultations will include the NSR and its role and function in the Social protection agenda of Nigeria. Future financing of the NSR will particularly play a role in discussions on fiscal space for social protection.

NASSCO also recently established a collaboration with SOCIEUX+, who will support them with technical expertise, in the form of a team of selected specialists in two areas: (i) Strengthening NASSCO's awareness-raising strategy to effectively engage with local communities in response to the health and social impacts of COVID-19; and (ii) Strengthening NASSCO's capacities, in view of developing the database of Poor and Vulnerable Households (PVHHs) in shock response. The second area is where synergies/complementarities with the DEVCO-ILO project have been identified and an ongoing discussion has been established with SOCIEUX+ with the commitment to harmonize and align activities with this project as far as possible.

A17.5.9. Strategic partnerships with other development partners

Discussions on strategic partnership and collaboration are ongoing with partners within the social protection space in Nigeria, active in technical working group and development partners group. At national level, ILO has developed a framework of partnership with World Food Programme for collaboration considering WFP's expertise in the North East (Borno state). There is communication with the Food and Agriculture Organization and Save the Children International for their strategic role in supporting the state operating coordination unit in social register in Adamawa and Yobe states respectively. This synergy will create opportunity for shared understanding and learning to strengthen SOCUC in expanding the social register for interoperability with other subsets.

A17.5.10. Budget implications

The funds budgeted for the national project lead were more than needed, leading to an excess of funds of about 30.000 USD. These funds will be used to support an additional expert under the project in the form of a consultant who will work directly with the MIS ILO specialist and the NASSCO MIS team on improving the IT governance of the NSR, building a user interface and advancing the agenda of linking the NSR to the National ID system.

A17.5.11. Lessons learned – highlights

Context: The second wave of COVID-19 in Nigeria has urged project partners to rethink their way of collaboration and plan for virtual communication only in the foreseeable future.

Implementation and project strategy: Project leads have realized that there is a need for intensive knowledge exchange at the start of the project between NASSCO and ILO. The NSR has been undergoing several changes since the design of the project and not all changes have been documented yet. This might also impact the project design.

A17.5.12. Visibility & Communication

On 10 November, Project partners organized a virtual kick-off meeting of the project with an attendance of about 50 participants. A joint press release on the project was brought out on the same day and several media contacts were invited to the event. This resulted in media coverage of The Independent on 10 November 2020.

(<https://www.independent.ng/nassco-eu-ilo-collaborate-to-expand-social-registry/>).

NASSCO, ILO and the EU in Nigeria tweeted about the start of the project.

From the EU: Head of Coop., Kurt Cornelis, today launched the EU-ILO National Social Safety Net Coordinating Unit (NASSCO), an EU-funded initiative to support @NigeriaGov to expand social response to the COVID-19 pandemic, by allowing the most vulnerable citizens access to social protection.

(<https://twitter.com/EUinNigeria/status/1326121526337409024>)

(4 retweets and 11 likes)

From ILO: ILO-COAbuja @ILOAbuja 10 Nov 2020

ILO is proud to announce the launch of the Project: "Strengthening and Expanding the National Social Registry (NSR) as a Shock-Responsive Social Protection System in #Nigeria today. A technical collaboration between ILO-NASSCO and the @EUinNigeria

(<https://twitter.com/ILOAbuja/status/1326124673147539456>) (3 likes)

From NASSCO: NASSCO Nigeria @NasscoNigeria

Today we launched a partnership with the European Union and ILO towards expanding and utilizing the National Social Register as part of Nigeria's shock response and social protection infrastructure #SocialProtectionforAll

(<https://twitter.com/NasscoNigeria/status/1326229460828495873>).

(38 retweets, 2 quote tweets and 67 likes)



► Annex A17.A1. Project risk register

Risk statement. The event we do not want to see and its potential impact on objectives	Comment. Explain how the risk might arise and the importance of the impact	Measures currently in place to address this risk	Impact	Likelihood	Total	Change ¹	Risk Owner ²	Additional risk response for the attention of the implementation team and the Steering Group
Second wave of COVID-19	The increase in the cases for COVID-19 and with need to adhere to WHO protocol of social distancing, will impact in physical engagement of stakeholders at the national and state level considering its technical assistance approach.	Provide technical support remotely (virtual) and prepare for scenarios of strict lockdown as well as eased lockdown	Delay in implementation of project activities	High		↑	ILO	Creation of virtual platforms for project deliverable
<p>¹ The Change column is used during implementation and summarizes the change since the last time the risk register was presented. Three symbols are used:</p> <ul style="list-style-type: none"> ↑ Increase in the total level of risk ↔ No change in the total level of risk ↓ Decrease in the total level of risk <p>² The Risk Owner column is used during implementation and records the name of the person with day-to-day responsibility for monitoring the risk and coordinating the response.</p>								

► Annex A17.A2. Communication and visibility

See below the media release of NASSCO on the project. The agenda and presentations are attached as separate annexes to the report.



PRESS RELEASE

NASSCO in Collaboration with the European Union and the International Labour Organization Works Towards a Shock Responsive Social Protection Framework in Nigeria.

The National Social Safety Nets Coordinating Office (NASSCO) in cooperation with the International Labour Organization and the European Union is launching the project: "Strengthening and Expanding the National Social Registry (NSR) as a shock-responsive social protection system in Nigeria".

Designed for an initial period of 12 months, the project brings a suite of technical support packages, funded by the European Union. The technical assistance to NASSCO and the Federal Ministry of Humanitarian Affairs, Disaster Management and Social Development is aimed at maximizing utilization and operability of Nigeria's National Social Register to reach vulnerable populations dealing with the economic effects of the Covid-19 pandemic and situations requiring humanitarian assistance and social protection.

The partnership between the Ministry, ILO and the EU comes at a crucial time in which Nigeria is taking large steps to fortify social protection. The economic impact of the pandemic has severed incomes and hurt businesses around the country, stretching social protection systems and mounting pressure on the government to come up with temporary income support. It has further emphasized the urgent need to have a comprehensive database in place to coordinate and harmonize all social protection interventions of federal, state and development partners.

Strengthening the NSR is the central feature of this project. Currently, Nigeria's National Social Register (NSR) holds 4 million poor and vulnerable households nationwide and provides a gateway for the poor to access basic income support. The NSR links to the Unified Register of Beneficiaries (URB) with records of internally displaced persons and will soon host a large data subset in the form of a Rapid Response Register that will target 2 million urban households impacted Covid-19. Nonetheless, the database still shows gaps in coverage and a limited flexibility. These challenges need to be addressed in order for the NSR to live up to its potential as a main vehicle for immediate relief and longer-term income support.

Strengthening and expanding the NSR with the support of this project will go a long way to ensure that the poor and vulnerable Nigerians are fully registered and improve their access to social protection benefits. A comprehensive database can inform the design of appropriate interventions that target poor and vulnerable households and make them more effective and efficient. A NSR with wide coverage could also help to generate the funding streams needed to realize the President's commitment of lifting 100 million people out of poverty. Finally, by strengthening linkages with the humanitarian and early recovery nexus, as well as health insurance, the NSR can grow to become the tool for rapid and comprehensive income support and access to basic services. In the end, a strong NSR can be the catalyst in creating a comprehensive social protection floor for Nigerians that is shock responsive and consists of both contributory and non-contributory schemes. Speaking on the partnership the representatives of NASSCO, EU and ILO said:

The Ambassador of the European Union to Nigeria and ECOWAS, Ketil Karlsen: *"The COVID 19 pandemic has brought with it an unprecedented human development crisis and it is essential to unite efforts to tackle poverty and inequality. I am proud of this joint effort with ILO and NASSCO as Nigeria has a strong social protection system and this collaboration will strengthen it so it can respond quicker and more efficiently to crises."*

NASSCO National Coordinator, Iorwa Apera: *"In the longer term, a comprehensive NSR will be able to bridge the gap between social assistance, humanitarian responses, social assistance and social security (including health insurance) and smoothen collaboration to enhance the handshake between these sectors in graduation strategies, where individuals are able to move from being dependent on relief or monthly income support to (partly) contributing to their own social protection."*

ILO Representative David Dorkenoo: *"Strong social protection systems cannot be achieved without investment in data infrastructures, providing a record of all individuals or households that are potentially eligible for social benefits. The ILO is very happy to offer its support to the government to take the necessary steps towards this goal as an important step in building a social protection floor for Nigerians."*

APPENDIX 18. PERU



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► A18.1. Executive summary

The technical assistance SP&PFM project aims to generate an articulated institutional framework for social protection in the face of the loss of employment of formal salaried workers and informal salaried and independent workers.

Both components will support workers while they are unemployed, in the search for a new job, both in the context of the COVID-19 Pandemic and on a permanent basis.

The main results of the SP&PFM project achieved so far are:

- The establishment of a Working Group of at least 18 people, including senior officials and ministerial specialists, representatives of the EU delegation and ILO staff. The team has met 9 times and has prepared, with the support of the ILO, 13 documents for the analysis and discussion of the contributory model for protection against unemployment.
- Proposals for the main dimensions of the unemployment insurance scheme: coverage of beneficiaries, benefits, conditions of eligibility and financing.
- Incorporation of the project's components into the Decent Employment National Policy being developed by the Peruvian Ministry of Labour and Employment Promotion.
- Proposal for a draft bill on unemployment insurance that includes the fundamental aspects that should be considered in the bill.
- Two simulation models for an unemployment insurance scheme for permanent and full-time workers.

As a summary, on the one hand, and as an intermediate result of the project, there is a permanent Working Group for the definition of the institutional proposal for unemployment protection and a progress of the possible institutional framework that integrates the adequate mechanisms that provide income protection in case of loss of employment for formal workers.

► A18.2. Budget/Planning information

Project budget in EUR:	186,985		
Project duration in months:	12	Planned	Actual
Project start date:		October 2020	October 2020
Project end date:		September 2021	September 2021

► A18.3. Summary outputs

A18.3.1. Output delivery⁷⁹

	Output status	Output summary
Outcome 1: The population has adequate institutions and mechanisms that provide income protection in the face of job loss		
1.1. Protection mechanism in the face of unemployment for formal and informal workers	On schedule	Review of international experience and identification of best practices; Identification and analysis of the hiring modalities in the labour legislation; Economic and legal evaluation for the inclusion of new protected subjects
1.2. Definition of scope of application, defined benefits (sufficient) and eligibility conditions	On schedule	Analyse the sufficiency and establish the structure of the benefits (replacement rates) considering the ILO Conventions and other national sufficiency parameters; Analyse the activation of additional benefits in situations of prolonged crisis with high unemployment; Establish the number of sufficient prior contribution, continues or discontinuous, in defined terms, to access the benefits; Define the appropriate grace periods regarding the duration of unemployment
1.3. Sustainable financing of defined monetary benefits.	On schedule	Analyse and determine the sources of financing to ensure the sustainability of the system in the long-term, both in its contributory and non-contributory scope.
Outcome 2: The population has mechanisms that promote quick and better reintegration into the labour market, which guarantees quality employment and fosters better coordination between contributory and non-contributory schemes.		
2.1. Active and passive policies formally linked	On schedule	Analysis of international experience and identification of good practices; Establishment of procedures for Delegation of the European Union in Peru (EU) beneficiaries' access to job training programmes and employment services, considering gender gaps.
Outcome 3: Social actors are part of the generation of the strategy and their needs and demands are considered		
3.1. The participation of social actors is institutionalised	On schedule	Review of participation schemes of social actors: international and local experience; Design of the Unemployment Insurance users Committee and operating rules.

⁷⁹ Based on the Implementation Plan.

A18.3.2. Outputs: Overall delivery assessment⁸⁰

<input type="checkbox"/>	Highly satisfactory Implementation of almost all (>80%) outputs is on schedule as envisaged in the implementation plan and almost all (>80%) indicator milestones have been met.	<input checked="" type="checkbox"/>	Satisfactory Implementation of the majority (60–80%) of outputs is on schedule as envisaged in the implementation plan and the majority (60–80%) of indicator milestones have been met.
<input type="checkbox"/>	Unsatisfactory Some (40–60%) outputs are being implemented on schedule as envisaged in the implementation plan and/or only some (40–60%) indicator milestones have been met.	<input type="checkbox"/>	Very unsatisfactory Few (<40%) outputs are being implemented on schedule as envisaged in the implementation plan and/or only a few (<40%) indicator milestones have been met.

⁸⁰ This is a self-assessment.

► A18.4. Summary outcomes

A18.4.1. Outcome achievement⁸¹

Indicator	Baseline (before project start)	Indicator Milestone (compare planned against actual)	Target (end-of-project goal)	Immediate Outcome summary
Outcome 1: The population has institutionalised and adequate mechanisms that provide income protection in the face of job loss				
Approved regulations, Ministerial Agreements and inter-institutional agreements for the approval; of the comprehensive protection mechanism for unemployment for the entire population	There is no comprehensive protection mechanism for unemployment for the general population	Agreement for the creation of a working group, composed of the ministries of labour and economy, which together with the ILO, develops the institutional framework for unemployment protection A draft bill for Unemployment Insurance for formal workers in the private sector of the economy Institutional agreement for the inclusion of the proposal for unemployment protection in the National Policy for Decent Employment being developed by the Ministry of Labour	By 2021, the population has an institutional proposal and a mechanism developed with the potential to provide income protection in the event of job loss.	On track: most milestones met
Issuance of regulations, Ministerial Agreements and Inter-Institutional Agreements that regulate replacement rates, requirements and eligibility conditions for access to benefits of the protection mechanism against unemployment for the entire employed population.	There is no comprehensive mechanism for the protection in the face of unemployment, in line with International Labour	Proposal for a contributory unemployment insurance model for temporary and permanent formal workers in the private sector: benefits and contributions on wages.	By 2021, there is a proposal for replacement rates, requirements and defined eligibility conditions for access to the benefit for the entire employed population.	

⁸¹ Based on the M&E plan.

Indicator	Baseline (before project start)	Indicator Milestone (compare planned against actual)	Target (end-of-project goal)	Immediate Outcome summary
Sustainable financing of defined monetary benefits Sustainable financing scheme that allows financing benefits in the face of the different protected events, over time.	There is no comprehensive protection mechanism for unemployment for the entire population that includes a sustainable financial system	This indicator will be established in 2021	By 2021, there is a proposal for a defined sustainable financing scheme that allows financing benefits in the face of the different protected events, over time.	
Outcome 2: The population has mechanisms that promote quick and better reintegration into the labour market, which guarantees quality employment and fosters better coordination between contributory and non-contributory schemes.				
Issuance of regulations, Ministerial Agreements and inter-institutional agreements that allow the link between active and passive employment policies.	There is no link between passive and active employment policies.	This indicator will be established in 2021	By 2021, there is a proposal for a formal and institutional link between passive and active employment policies, considering gender gaps.	No progress
Outcome 3: Social actors are part of the generation of the strategy, and their needs and demands are considered				
Instance of consultative participation of social actors.	There is no instance of participation of social actors in the generation of this type of strategies, where their needs and demands are considered.	This indicator will be established in 2021	By 2021, an instance of participation of social actors is strengthened, with a proposal to institutionalise this instance in the generation of this type of strategies, where their needs and demands are considered.	No progress

A18.4.2. Achievement of the project outcomes

<input type="checkbox"/>	Highly probable Almost all (>80%) reporting period milestones have been met. Based on the indicators and risk assessment, it is highly probable all outcomes will be achieved by the end of the project.	<input checked="" type="checkbox"/>	Probable The majority (60–80%) of reporting period milestones have been met. Based on the indicators and risk assessment, it is probable the majority of outcomes will be achieved.
<input type="checkbox"/>	Low probability Some (40–60%) reporting period milestones have been. Progress is being made on the outcomes but based on the indicators and risk assessment only some outcomes will be achieved.	<input type="checkbox"/>	Improbable Few (<40%) reporting period milestones have been met. Limited progress is being made on the outcomes and based on the indicators and risk assessment only a few outcomes will be achieved.

The project is progressing according to initial plans, based on close technical work with officials from the Ministries of Labour and of Economy and Finance.

► A18.5. Narrative report: Managing for results

A18.5.1. Progress summary

The project has succeeded in placing unemployment protection on the government's institutional agenda, despite the complicated political context in Peru, whose Executive is a transitional government following the revocation of President Vizcarra last November. This has been possible thanks to two of the three milestones achieved during the period under consideration for this report: firstly, the establishment of the first inter-ministerial working group with the ILO which has managed to raise the debate and analysis of unemployment protection to the senior management of the ministries involved. The second is the inclusion of unemployment protection in the Decent Employment National Policy currently being developed by the Ministry of Labour in collaboration with the other ministries and under the supervision of the National Strategic Planning Centre (CEPLAN).

This working group is composed of 24 members, 14 among Directors and advisors and 10 specialists. 18 of these members actively participate in the weekly meetings to analyse the different proposals, which are elaborated jointly, at the technical level, with the specialist, the project coordinator and the ILO consultants.

In this first stage of the Project, the Group's work has focused on defining an unemployment insurance model for formal, permanent and full-time workers hired under the private sector employment regime in the economy. To this end, with the support of the project, 13 analytical documents have been prepared on the different dimensions of the insurance, including the legal framework for protection against dismissal in Peru and a first draft with the main contents to be included in the draft bill for Unemployment Insurance.

As a result of this joint work, there are two simulations of a contributory unemployment insurance model for formal, permanent and indefinite workers, at a contribution rate of between 2.0 and 2.4 per cent of salary for the last 12 months of the contract and benefits for up to 5 months. Under these conditions, the Group has a macroeconomic projection of the financial impact for each group of workers, depending on the duration of the contract.

A18.5.2. Evaluations, reviews and monitoring

For the preparation of this report, information has been systematized from the minutes of the 9 meetings of the Working Group, from the 13 presentations prepared for those meetings, as well as from the e-mails in which information has been exchanged on the proposals presented.

A18.5.3. Main challenges, risks and corrective action

Due to the political instability that Peru has been experiencing over the last year and with the congressional and presidential elections to be held in the first half of 2021, the main challenges facing the project are:

Unexpected change in external environment/Community/political opposition

Peru is on the verge of confirming a possible second wave of COVID-19. Although the Government has announced that a return to confinement would be decreed as an extreme measure, an upsurge in cases leading to a new crisis in the health system and an increase in unemployment and informality could change the Government's priorities in relation to social protection measures, once again targeting the non-contributory cash transfer system, which could strengthen a culture among citizens that favours this type of measure in counter-cyclical situations as opposed to contributory ones. However, this type of transfer, which the government has already implemented during the pandemic by granting so-called "bonuses", has not been free of problems related to the targeting of beneficiaries and the collection of these, something which stems from the high level of informality present in the labour market and the still low level of banking penetration in Peruvian society.

Community/political opposition

The management of the economic and social crisis produced by COVID-19 is being discussed for the legislative elections to be held on April 11, 2021. The mechanism of greatest impact adopted by the Peruvian government for the protection of the income of unemployed workers during the pandemic, the so-called bonuses, have been strongly criticised by citizens and some representatives of political parties as their distribution has not prevented the formation of clusters of people and with it the possible increase in contagion. The increase in unemployment and informality are issues that also occupy space in electoral debates. On the other hand, the transitional government has also just announced that during its term of office it is not going to carry out far-reaching reforms such as that of the pension system. Given the context, the main challenge for the development of the project is to create a state of opinion favorable to the institutionalisation of unemployment protection within the framework of social dialogue that will succeed in awakening the interest of the candidates running for election in their inclusion in their government programmes.

Difficulties in inter-agency coordination

The high turnover of executive positions due to political instability is a constant in Peruvian governments where the average stay of a minister in office is approximately 6 months. In the current context of political instability, this problem may be exacerbated by the high level of labour conflict in the agricultural and health sectors. The state's finances have also been seriously affected by the increase in public spending during the pandemic, which has forced ministries to cut their budgets mainly in the area of personnel. Therefore, possible changes in the senior management of the ministries involved and the reduction of staff may constitute challenges for the governance of the project both in the technical part where the cooperation of the ministries is key, and in the decision-making where commitment and participation are indispensable.

Lack of constituent or implementing partner commitment/ownership/Implementing partner (constituents or other entities) performance

Another of the main challenges for inter-institutional coordination is evident in the focus of the transitional government's actions. These are: (i) the mitigation of the impact of the second wave of COVID-19, on the health and economic aspects; (ii) organizing and carrying out the electoral process in an adequate, democratic and transparent manner.

The proximity of the legislative and presidential elections on 11 April 2021, and the repeated announcements by the current executive branch not to undertake any major legislative reforms during the transitional government may delay the approval of the legislative initiative required from Congress for the effective implementation of the mechanism for comprehensive protection against unemployment that is being developed under the project.

Thanks to the comprehensive approach of the social protection system, i.e. the articulation between the contributory and non-contributory schemes and between these and the active labour market policies promoted by the project, no changes are foreseen a priori.

It can be expected, as has happened in the first confinement, that a large number of workers will move from formality to informality. Moreover, a slow economic recovery will slow down formal job creation, which could lead policy makers to question the sustainability of the contributory model.

This event could temporarily shift the debate on solidarity-based and contributory models of unemployment protection promoted mainly under conditions of high labour formality (open-ended contracts, statutory health and pension benefits).

In this case, and given the aforementioned comprehensive approach of the Project on the protection system, it would focus at least in the short term, on the design of the non-contributory scheme and the financing of protection against unemployment by other means of tax collection (income tax, consumption tax, etc.) in such a way as to protect the income of unemployed workers. This attention would require adjustments to the Project's schedule and not necessarily to its objectives, activities and results.

On the other hand, the Project is being developed under a transitional government and on the verge of legislative and presidential elections. That is, in a context where it will be complex to promote legislative initiatives such as the one requiring the approval of an Unemployment Protection System as proposed in the Project. For this reason, the social dialogue partners will be linked to the project, which will contribute to the creation of a favorable climate of opinion for the proposal on protection against unemployment and for it to remain on the political agenda. Coordination will also begin between the Working Group and the Congressional committees responsible for discussions on the social protection system once Congress is officially constituted.

A18.5.4. Opportunities and corresponding strategy adjustments

The constitution of the Working Group for the development of the Project is favouring the internal articulation between the two vice-ministries of labour (competent in labour relations regulations) and employment promotion (competent in intermediation and labour training, as well as information on the labour market) since it requires the involvement of the competences of both in order to guarantee unemployed people access to benefits both in income protection and in services for their reintegration into the labour market. It has also introduced innovation in relation to the way in which the Ministry of Labour and Promotion of Employment (MEPT) articulates with the Ministry of Economy and Finance (MEF). Traditionally, the MTPE presents policy proposals to the MEF that commit public funds on which the MEF only evaluates positively or negatively, thus conditioning its approval. However, with the creation of the aforementioned Project Working Group, the MEF, like the MTPE, is not simply an evaluator-decision-maker, but a more involved actor in all the stages of the institutionalisation of the unemployment protection mechanism, from its very design. We can conclude that the implementation of the Project is contributing decisively to the inter-institutional articulation within the government, between passive and active policies of decent employment and thanks to this, to achieve progress in outcome 2 relating to the population having mechanisms that promote a quick and better reintegration into the labour market that guarantees quality employment and favours a better coordination between contributory and non-contributory schemes.

Contribution of the Project to the COVID-19 response

The pandemic has highlighted the fragmented and weak social protection system backed by a deeply segmented labour market, characterised by the informality of almost 75% of the working population, without a social protection system. According to MTPE data, the Peruvian State has transferred almost \$2.5 billion in bonds (direct transfers) to people who have lost their source of income due to the pandemic. This disbursement has been possible thanks to the control over the fiscal deficit sustained over the last decade. However, the Peruvian government is aware that the recurrence of this social policy measure is not sustainable over time without incurring further fiscal deficits. The Project is providing answers to the Peruvian government on how to implement financially sustainable models of contributory protection against unemployment that can be activated not only in counter-cyclical contexts that actively contribute to the employability of the affected population; and, on the other hand, how these models can be articulated with other non-contributory schemes, creating a system of

income protection and promotion of labour insertion for the entire working population, including informal workers and the self-employed. This non-segmented vision of protection, despite the characteristics of the Peruvian labour market provided by the Project, is marking a new approach to public policy in the context of the COVID-19 pandemic and post-COVID-19.

Specific interventions related to public finance management

So far, no intervention has been carried out outside the simulations carried out on a contributive model for permanent and permanent formal workers in the private sector of the economy.

Complementarity with the EU Delegation's interventions and on-going and future Budget Support Programmes

The representatives of the European Union have participated in the meetings of the Working Group, and were asked to help prepare a technical document summarising the main characteristics of unemployment protection models in the countries of the European Union, in addition to their permanent presence at the Group's meetings. From 2021 it is planned to resume work with the representatives in order to define the next joint collaboration actions.

Synergies with other strategic social protection interventions

The main result achieved at this point is the approval by the MTPE's senior management of the incorporation of the Project's components into the National Policy on Decent Employment that it has been developing within the guidelines of L4 point L.4.5. *Implementar mecanismos de protección ante pérdida de empleos y/o ingresos para los trabajadores* (Implementing mechanisms to protect workers from loss of employment and/or income).

Strategic partnerships with other development partners

For the moment, there are no plans to extend the partnership of the project. However, it is open to any considerations that the European Union delegation or UNICEF may make in this respect.

Budget implications

No changes to the budget are planned.

Lessons learned – highlights

In the current context of the COVID-19 pandemic and its consequences on the labour market, the increase in unemployment and informality, together with the political instability experienced during the period under consideration, it is necessary to consider greater flexibility in the response to each and every one of the contingencies arising from this context.

Visibility & Communication

A meeting at a technical level of the working group is pending to agree on a communication plan. So far, the information required for the programme's website and for the ILO Social Protection Platform has been posted.

► Annex A18.A1. Project risk register

Ref.	Risk statement. The event we do not want to see and its potential impact on objectives	Comment. Explain how the risk might arise and the importance of the impact	Measures currently in place to address this risk	Impact	Likelihood	Total	Change ¹	Risk Owner ²	Additional risk response for the attention of the implementation team and the Steering Group
1.	Unexpected changes in the environment	A serious increase in the number of COVID-19 cases, which would again put the health system at risk, could force the government to confine itself once again, with consequences for the loss of jobs, and to continue with the bonus policy, reinforcing a welfare culture of social protection as opposed to a culture of solidarity contributions, deepening the segmentation of the labour market and the fragmentation of the social protection system in a country with an informality of almost 75% of the occupied population and a weak tax collection system.	The government is strengthening protection and health surveillance measures. International passenger traffic has been restricted, and primary and specialised health care is being strengthened. The purchase of 3 million vaccines to immunise at-risk populations during the first quarter of 2021 has been announced. Economic recovery measures include subsidies for the creation of formal employment.	High	High		ñ	Pablo Casali	Based on the comprehensive approach to the system promoted by the project, the officials of the ministries involved in the project would review the articulation of the vouchers with active labour market policies in order to improve the employability of the beneficiaries, promoting a culture of formality and contribution to the protection system. In addition, the project's comprehensive approach to the unemployment protection system includes coverage for informal, independent workers and cash transfer programmes.
2.	Social/political opposition	The management of COVID-19 in relation to income protection is not efficient and does not manage to reach the most vulnerable population, increasing social unrest, which is taken advantage of by certain political options to criticise the inefficiency of the state and massively support private protection systems.	The government is improving its targeting system by encouraging the articulation between the registration platforms of potential recipients, such as the beneficiaries of assistance programmes, the identity registry, the RENIEC and the workers' registry. Likewise, it is promoting banking penetration and the use of digital platforms to collect vouchers, thus avoiding the overcrowding of financial institutions.	Low	Low		ñ	Pablo Casali	Reinforcing the project within the framework of social dialogue.

Ref.	Risk statement. The event we do not want to see and its potential impact on objectives	Comment. Explain how the risk might arise and the importance of the impact	Measures currently in place to address this risk	Impact	Likelihood	Total	Change ¹	Risk Owner ²	Additional risk response for the attention of the implementation team and the Steering Group
3.	Difficulties in inter-institutional coordination	Political instability and the reduction of public spending on personnel due to the increase in the public deficit, caused by the pandemic, may lead to changes in the designation of ministerial interlocutors before the project, affecting the composition of the Working Group created to speed up participation and decision-making in the project.	The government is guaranteeing political stability by reiterating its role as a "transition government" until 28 July, when the new president will be sworn in, which means avoiding cabinet rotation in order to maintain the management of public services.	Low	Low		ñ	Pablo Casali	To mitigate the impact of staff reductions in the ministries involved in the project, the project management may support with consultants as far as the budget allows. In the case of rotation between ministerial partners involved in decision-making, the involvement of social dialogue actors will be strengthened.
4.	Lack of commitment/ownership by the constituent or implementing partner	The proximity of the legislative and presidential elections, as well as the repeated announcements by the transitional government not to propose substantial reforms at the legislative level, could delay the effective approval by the Congress of the Republic of the institutional framework for protection designed under the project.	The Ministry of Labour and Promotion of Employment has approved the incorporation of the project's components into the National Employment Policy, which must be approved by the Council of Ministers. This guarantees that the project's work will continue until the Congress is elected and the Commission in charge of it can resume the discussion and approval of the proposal prepared by the Working Group and supported by the social dialogue.	High	High		ñ	Pablo Casali	Dialogue and coordination with the newly elected representatives of Congress in the competent committees on social protection will be promoted so that the proposal on unemployment protection drawn up by the Working Group is included in the institutional agenda.

¹ The Change column is used during implementation and summarizes the change since the last time the risk register was presented. Three symbols are used:

ñ Increase in the total level of risk

ó No change in the total level of risk

ò Decrease in the total level of risk

² The Risk Owner column is used during implementation and records the name of the person with day-to-day responsibility for monitoring the risk and coordinating the response.

► Annex A18.A2. Communication and visibility

The Project is visible on the programme's website and also on the ILO's Social Protection Monitoring Platform.

<https://socialprotection-pfm.org/partner-countries/peru-es/>

<https://www.social-protection.org/gimi/MonitoringTool.action>

APPENDIX 19. SRI LANKA



Painting clay pots after firing. Puttalam District. Sri Lanka. © ILO.

► A19.1. Executive summary

Supporting the social protection response to the impact of COVID-19 – Tourism Sector in Sri Lanka project aims to support the Government of Sri Lanka to design and implement a social protection response to mitigate the impact of COVID-19 pandemic on workers in the tourism sector. The project will design a mechanism to extend social protection coverage and adequate benefits to both formal and informal sector workers using a combination of contributory and non-contributory schemes, following the international social security standards and principles. Expected outcome of the project will assist the country to overcome the crisis in the short and medium-term and will pave the way to achieve the SDG target 1.3 on social protection in the long-run.

Following the preliminary consultations during the development phase of the project, the project engaged more actively the key stakeholders through several consultations to gain their ownership and collect their views to shape the social protection response to the COVID-19 crisis in the tourism sector.

This has included the consultation with the government, employers and trade unions. Apart from three counterpart, The ILO Country office had key consultations with key officials in the Delegation of the European Union to Sri Lanka and Maldives during the project designing and in coordination with Sri Lanka Tourism Development Authority (SLTDA). EU funding helps public and private organisations implement and improve employment and social policy, and finance projects to support their citizens of today and tomorrow under their employment and social affairs policy. During the pandemic situation, EU has prioritised on tourism sector recovery as a largest hit sector in the economy. The inputs from the consultation had with the EU Delegation Colombo helped to design the project in line with the social protection sectoral approach. The key stakeholder consultations took place between July to October 2020 to gain their consent in order to ensure ownership of the project outcome down the road. More specifically, the Ministry of Labour, Department of Labour, Ministry of Tourism, Sri Lanka Tourism Development Authority, Ministry of Samurdhi, Home Economy, Microfinance, Self-Employment and Businesses and Under-Utilized State Resources were amongst the government stakeholders consulted. The Employers Federation of Ceylon, and Chamber of Commerce were consulted to get the employers view on designing a social protection system for the tourism sector. Additionally, trade union consultations took place with the largest trade union of Sri Lanka Nidahas Sevaka Sangamaya (SLNSS), with the Sri Lanka Tourism Association, and the Sri Lanka Tour Guide Association. All three parties and Social partners already working in the sector, and civil society were highly supportive of the design and with the priority to be given to the tourism sector which has been hardest hit due to the pandemic, having been highly vulnerable already from the impact of the Easter Sunday attack a year prior. Many have lost employment or have otherwise been severely affected by these dual crises. The government has indicated that a social protection floor is a vital need currently for the country and this will be a good initiative to start the process and serve as a good example to other sectors as well. At this stage Sri Lanka is implementing several welfare schemes in response to the COVID-19 impact for different categories but none of them are addressing aspects of employment protection, especially for workers in the informal sector.

Following the key consultations with representatives of government, employers and trade unions, the project document was developed and methodology presented to the Ministry of Labour who will be the key national counterpart of this project. In accepting the project approach, the project document was endorsed by the Ministry of Labour in consultation with the Ministry of Tourism. With this endorsement, the preliminary clearance from the government was obtained in writing in November 2020.

In consultation with the Technical Specialist-ILO-DWT, a work plan has been developed and project internal documents such as setting up a time line of project implementation period as twelve months with effect from December 2020 – December 2021 have been finalized.

The recruitment process for key staff was completed in December 2020 for both National Project Coordinator (NPC) and Admin and Finance Assistant for the project implementation.

In short, the project planning and key stakeholder briefings have been completed and project implementation planning finalized. The project started working on the development of mapping out employment profile throughout the tourism value chain which is including both formal and informal sector.

► A19.2. Budget/Planning information

Project budget in USD:	223,547		
Project duration in months:	12	Planned	Actual
Project start date:		October 2020	December 2020
Project end date:		December 2021	December 2021

► A19.3. Summary outputs

A19.3.1. Outputs: Overall delivery assessment

<input type="checkbox"/>	Highly satisfactory Implementation of almost all (>80%) outputs is on schedule as envisaged in the implementation plan and almost all (>80%) indicator milestones have been met.	<input checked="" type="checkbox"/>	Satisfactory Implementation of the majority (60–80%) of outputs is on schedule as envisaged in the implementation plan and the majority (60–80%) of indicator milestones have been met.
<input type="checkbox"/>	Unsatisfactory Some (40–60%) outputs are being implemented on schedule as envisaged in the implementation plan and/or only some (40–60%) indicator milestones have been met.	<input type="checkbox"/>	Very unsatisfactory Few (<40%) outputs are being implemented on schedule as envisaged in the implementation plan and/or only a few (<40%) indicator milestones have been met.

► A19.4. Summary outcomes

A19.4.1. Outcome achievement⁸²

Indicator	Baseline (before project start)	Indicator Milestone (compare planned against actual)	Target (end-of-project goal)	Immediate Outcome summary
Outcome 1:				
Outcome 1 Adequate income security/social protection provided to workers in tourism sector to mitigate the socio-economic impact of COVID-19 in Sri Lanka		Design of a non-contributory benefit providing income support at the national poverty line at a minimum.	Income support at a minimum at the national poverty line.	
Outcome 2:				
Strengthening design and implementation of the social protection schemes to increase coverage of workers in informal employment, including workers in non-standard forms of employment		Non-contributory schemes providing basic income support to the workers in the informal sector. Contributory schemes based on the capacity to contribute by the workers in the informal employment	Increase the coverage of social protection to the workers in the informal sector through non-contributory and contributory schemes.	

⁸² Based on the M&E plan.

A19.4.2. Achievement of the project outcomes

Since the project started in December 2020, only implementation planning has been completed as part of inception work. There is no progress at this stage.

► A19.5. Narrative report: Managing for results

A19.5.1. Progress summary

Supporting the social protection response to the impact of COVID-19 – Tourism Sector in Sri Lanka project aims to support the Government of Sri Lanka to design and implement a social protection response to mitigate the impact of COVID-19 pandemic on workers in the tourism sector. The project will design a mechanism to extend social protection coverage and adequate benefits to both formal and informal sector workers using a combination of contributory and non-contributory schemes, following the international social security standards and principles. Expected outcome of the project will assist the country to overcome the crisis in the short and medium-term and will pave the way to achieve the SDG target 1.3 on social protection in the long-run.

Following a direct request received from the government, the ILO Country Office for Sri Lanka and the Maldives, designed the project in consultation with the government, employers and trade unions. The key stakeholder consultations took place between October and November 2020 to gain their consent in order to ensure ownership of the project outcome down the road. Accordingly, the Ministry of Labour, Department of Labour, Ministry of Tourism, Sri Lanka Tourism Development Authority, Ministry of Samurdhi, Home Economy, Microfinance, Self-Employment and Businesses and Under-Utilized State Resources were amongst the government stakeholders consulted. The Employers Federation of Ceylon, and Chamber of Commerce were consulted to get the employers view on designing a social protection system for the tourism sector. Additionally, trade union consultations took place with the largest trade union of Sri Lanka Nidahas Sevaka Sangamaya (SLNSS), with the Sri Lanka Tourism Association, and the Sri Lanka Tour Guide Association. All three parties were highly supportive of the design and with the priority to be given to the tourism sector which has been hardest hit due to the pandemic, having been highly vulnerable already from the impact of the Easter Sunday attack a year prior. Many have lost employment or have otherwise been severely affected by these dual crises. The government has indicated that a social protection floor is a vital need currently for the country and this will be a good initiative to start the process and serve as a good example to other sectors as well. At this stage Sri Lanka is conducting several welfare schemes for different categories but none of them are addressing aspects of employment protection, especially for workers in the informal sector.

Following the key consultations with representatives of government, employers and trade unions, the project document was developed and methodology presented to the Ministry of Labour who will be the key national counterpart of this project. In accepting the project approach, the project document was endorsed by the Ministry of Labour in consultation with the Ministry of Tourism. With this endorsement, the preliminary clearance from the government was obtained in writing in November 2020.

As a next step, a work plan has been developed and project internal documents such as setting up a time line of project implementation period as twelve months with effect from December 2020 – December 2021 have been finalized.

The project counts with a National Project Coordinator (NPC) and Admin and Finance Assistant for the project implementation.

A19.5.2. Evaluations, reviews and monitoring

N/A at this stage.

A19.5.3. Main challenges, risks and corrective action

The project largely collaborates with Government counterparts, in particular the Ministry of Labour, Ministry of Tourism, and the Sri Lanka Tourism Development Authority etc. Working with new Government was a key challenge during the parliamentary electoral period given political and administrative key personnel transitions in key positions. Even after the election was held in August, the Ministerial administrative set-ups changed and continuing to work with some counterparts became a challenge due to changing human resources and mandates under the new Government's administration. With this new administrative change, a new Secretary to the Ministry of Labour was appointed after the election. Since Ministry of Labour is the key implementing partner the project need to be endorsed by the key official in the Ministry. Due to this new administrative change, the project endorsement delayed and it was the key reason to start the project in October 2020.

A19.5.4. Specific interventions related to public finance management

Not much to report given the short time frame.

A19.5.5. Complementarity with the EU Delegation's interventions and on-going and future Budget Support Programmes

The project is directly embedded under the EU funding umbrella targeting the tourism sector in Sri Lanka. The EU has supported the development of the Sri Lanka Tourism Strategic Plan which is aligned with the National Policy Framework, 'Vistas of Prosperity and Splendour' & the Strategic Gap Analysis identified under the Strategic Plan for 2017–2020. Design of a social protection system for the tourism workforce is a key component under the tourism sector development road map. EU funding towards the development of the tourism sector in Sri Lanka is via a direct grant to the Government of Sri Lanka of EUR 500 million.

Once designed the social protection scheme on tourism sector, there will be costing approach and proposed interventions on public finance management. Implementation of the scheme proposed through the government fund. But project can facilitate to stakeholder consultations those who are willing to contribute to the scheme including – WB, IMF and Donors.

A19.5.6. Synergies with other strategic social protection interventions

The ILO Country Office for Sri Lanka and the Maldives developed a policy paper which was submitted to the Government in July 2020 for policy recommendation on social protection approaches to support workers and their families to manage the impacts of the COVID-19 crisis in the short and medium term. The intention of the note was to present a set of potential options for consideration. The paper highlighted that the ILO is available to undertake further analysis on specific approaches and scenarios (including costing) depending on the decisions taken by the Government of Sri Lanka. This project is in sync with this policy paper.

Further, Trade Unions in Sri Lanka have submitted a special request to the Ministry of Labour to start an unemployment benefit fund (UPF) which was discussed at the tripartite body of National Labour Advisory Council (NLAC). Here, NLAC requested the ILO's technical assistance and support for the costing analysis. This project intervention will contribute towards an umbrella social protection floor for the country in the future.

A19.5.7. Strategic partnerships with other development partners

A project brief has been provided to the UNSDF social protection results group currently led by UNICEF and participation of other UN agencies including ILO, UNDP, WFP, and WHO. Under the social protection results group, there is a technical committee which includes the World Bank, IMF and other development partners. ILO is playing an active role in the Social Protection results group, pushing for a tripartite consultation process in any design of a National Social Protection framework in the country.

A19.5.8. Budget implications

N/A

A19.5.9. Lessons learned – highlights

We would be able to highlight any lessons learned in the next progress report. Since the project started in December 2020, it is too early to identify any learned lessons through the implementation.

A19.5.10. Visibility & Communication

The project communication plan finalised and in line with next consultation with key stakeholders' press release will be conducted as a project brief. This will be key launch of the project. The country page updated in the global web site www.socialprotection-pfm and planning to update key highlights in the project activities through the implementation of project. Regular social media and ILO CO Colombo web site update planned throughout the project.

► Annex A19.A1. Project risk register

Ref.	Risk statement. The event we do not want to see and its potential impact on objectives	Comment. Explain how the risk might arise and the importance of the impact	Measures currently in place to address this risk	Impact	Likelihood	Total	Change ¹	Risk Owner ²	Additional risk response for the attention of the implementation team and the Steering Group
1.	COVID-19 affects the operational capacity of the government and key stakeholders	COVID-19 reduces on the ground presence and creates challenges in working with stakeholders	Flexibility to conduct work remotely particularly in the first six months	Medium	Medium	60%			
2.	Transient bureaucrats result in slow Project mobilization and delivery of output	Frequency of national and local elections, and changes in key officials cause implementation delays	Build in time to allow for changes	Medium	Medium	50%			
<p>¹ The Change column is used during implementation and summarizes the change since the last time the risk register was presented. Three symbols are used:</p> <ul style="list-style-type: none"> ⬆ Increase in the total level of risk ↔ No change in the total level of risk ⬇ Decrease in the total level of risk. <p>² The Risk Owner column is used during implementation and records the name of the person with day-to-day responsibility for monitoring the risk and coordinating the response.</p>									

APPENDIX 20. TOGO



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► A20.1. Executive summary

The implementation of the project started in October 2020. During the period from November 2020 to January 2021, the project focused on the activities that should contribute to the achievement of Outcomes 1 and 2. These are the analysis of social protection measures initiated in response to the effects of COVID-19, the mapping of informal economy actors' contributory capacities and the analysis of Togo's 2021 social protection public budget.

In this sense, various necessary databases have been collected. These include:

- The database of the integrated regional survey on employment and the informal sector (ERI-ESI) produced in 2017;
- The QUIBB 2015 database
- The 2012 agricultural census database;
- The database of beneficiaries of the Universal Solidarity Income Scheme (NOVISSI <https://novissi.gouv.tg/2020/06/17/le-gouvernement-apporte-des-changements-au-programme-novissi/>).

The process of analysing these different databases is ongoing and should lead to recommendations on social protection measures in response to COVID-19 and the development of technical parameters for the extension of social security to actors in the informal economy.

The analysis of the 2021 public budget shows significant budgetary commitments concerning social protection, particularly the extension of health insurance. However, provision will have to be made for a more significant commitment to social protection in a comprehensive manner to ensure that other components of the protection floor are put in place in line with the conclusions resulting from the analysis of the social protection system through the Social Protection Policy Tools conducted from 2016 to 2018 with the EU support. In October 2020, the government made a commitment on behalf of the National Assembly to develop a comprehensive national social protection policy. This commitment should facilitate obtaining an additional budgetary allocation for social protection.

► A20.2. Budget/Planning information

Project budget in EUR:	196,256		
Project duration in months:	12	Planned	Actual
Project start date:		October 2020	October 2021
Project end date:		October 2020	October 2021

► A20.3. Summary outputs

A20.3.1. Output delivery⁸³

Output	Output status	Output summary
Outcome 1: Based on the results of the rapid socio-economic impact assessment on the informal sector, recommendations are made and national capacities are strengthened to improve and extend the social protection measures initiated as part of the response		
1.1. A report on the impact of COVID-19 through the social protection dimension is prepared.	Completed	<p>An analysis report on the socio-economic impact of COVID-19 including social protection aspects is available. It is based on the analysis of the results of the assessment of COVID-19's impact on the informal economy carried out in November 2020 within the framework of another ILO project funded by the African Development Bank, which also received technical inputs from the SP&PFM project. This analysis indicates that 58.7% of informal economy workers reported a decline in income compared to February 2020. To address this need, only 10.6% benefited from social protection services: 8.7% from the Universal Solidarity Income Scheme (NOVISSI), 1.3% from health insurance and 0.6% from cash transfers in the form of reduced water and electricity costs.</p> <p>The lack of social protection coverage for actors in the informal economy is the main factor explaining this situation. More mobilization of informal economy actors for social protection is recommended.</p> <p>More in-depth analysis of NOVISSI's level of coverage in comparison to the needs of informal economy actors will allow the development of recommendations for the extension of social protection measures in the response to COVID-19's impacts.</p>
1.2. Technical services are provided to the government, social partners and informal economy actors for the extension of social protection measures initiated during the COVID-19 period.	On schedule	<p>On 18 December 2020, the National Assembly adopted the State budget for 2021.</p> <p>To ensure that proposals concerning social protection were adequately integrated in the State's budget, the project provided technical support to the Ministry of Labour in analyzing this budget. In particular, budgeting to ensure the implementation of the universal health insurance is adequately taking into consideration. However, the project expressed some concerns too especially with regard to low level of resources allocated for the implementation of the other elements of the social protection floor such as the guarantee of a minimum income. Discussions are under way with the Directorate General of Social Protection for remedial action.</p>

⁸³ Based on the Implementation Plan.

Output		Output status	Output summary
Outcome 2: Experiences, knowledge and evidence generated from the implementation of social protection measures benefiting actors in the informal economy as a response to COVID-19 are capitalized and recommendations are formulated to accelerate the sustainable extension of social protection			
2.1.	The Universal Solidarity Income implementation modalities analyzed	On schedule	Data concerning the NOVISSI programme are currently being collected. An examination of information concerning the operational modalities of this programme indicates a number of problems related to the modalities of identification of beneficiaries, particularly due to the definition of the selection criteria and sources of information. The use of the voter's card has created discrimination, as actors in the informal economy residing in the country who do not have this card have been declared ineligible. Moreover, the profession was retained as one of the criteria of the programme. There was confusion regarding profession and occupation. As a result, some informal economy workers were also excluded from the NOVISSI programme. However, the analysis notes that the use of the digital technology for the delivery of benefits is an added value that the project will capitalise within the social security extension process.
2.2.	Lessons learned from social measures in the respond of COVID-19 capitalized	On schedule	
Outcome 3: An information system, technical and financial parameters and an institutional coordination architecture for the extension of the general social security system managed by the National Social Security Fund (CNSS) and the compulsory health insurance manage			
3.1.	CNSS an INAM are using an integrated information system for registering informal economy actors		
3.2.	Financial parameters elaborated for the extension of social security to workers in the informal economy		
3.3.	The institutional architecture developed and operational for extending benefits to the informal economy by linking to existing and emerging social protection systems.		
3.4.	The legal framework adapted for extending benefits to the informal economy; Workers' organizations, cooperatives, mutual societies and other structures of the informal economy efficiently assume their roles in the extension of social protection.		

A20.3.2. Outputs: Overall delivery assessment⁸⁴

<input type="checkbox"/>	Highly satisfactory Implementation of almost all (>80%) outputs is on schedule as envisaged in the implementation plan and almost all (>80%) indicator milestones have been met.	<input checked="" type="checkbox"/>	Satisfactory Implementation of the majority (60-80%) of outputs is on schedule as envisaged in the implementation plan and the majority (60-80%) of indicator milestones have been met.
<input type="checkbox"/>	Unsatisfactory Some (40–60%) outputs are being implemented on schedule as envisaged in the implementation plan and/or only some (40–60%) indicator milestones have been met.	<input type="checkbox"/>	Very unsatisfactory Few (<40%) outputs are being implemented on schedule as envisaged in the implementation plan and/or only a few (<40%) indicator milestones have been met.

⁸⁴ This is a self-assessment.

► A20.4. Summary outcomes

A20.4.1. Outcome achievement⁸⁵

Indicator	Baseline (before project start)	Indicator Milestone (compare planned against actual)	Target (end-of-project goal)	Immediate Outcome summary
Outcome 1: Based on the results of the rapid socio-economic impact assessment on the informal sector, recommendations are made and national capacities are strengthened to improve and extend the social protection measures initiated as part of the response to the COVID-19				
Output 1.1: A report on the impact of COVID-19 through the social protection dimension is prepared.	1	1	1	On track: most milestones met
Output 1.2: Technical services are provided to the government, social partners and informal economy actors for the extension of social protection measures initiated during the COVID-19 period.	1	0	0	
Outcome 2: Experiences, knowledge and evidence generated from the implementation of social protection measures benefiting actors in the informal economy as a response to COVID-19 are capitalized and recommendations are formulated to accelerate the sustainable extension of social coverage				
Output 2.1: The Universal Solidarity Income implementation modalities analyzed	All the member of CNPPS trained on COVID-19 impact assessment tools in relation to social protection			On track: most milestones met
Output 2.2: Lessons learned from social measures in the respond of COVID-19 capitalized	1			

⁸⁵ Based on the M&E plan

Indicator	Baseline (before project start)	Indicator Milestone (compare planned against actual)	Target (end-of-project goal)	Immediate Outcome summary
Outcome 3: An information system, technical and financial parameters and an institutional coordination architecture for the extension of the general social security system managed by the National Social Security Fund (CNSS) and the compulsory health insurance managed by INAM, to the actors of the informal economy are adopted				
CNSS and INAM are using an integrated information system for registering informal economy actors	1			Not on track: milestones missed
Financial parameters elaborated for the extension of social security to workers in the informal economy	1			
The institutional architecture developed and operational for extending benefits to the informal economy by linking to existing and emerging social protection systems.	1			
The legal framework adapted for extending benefits to the informal economy; Workers' organizations, cooperatives, mutual societies and other structures of the informal economy efficiently assume their roles in the extension of social protection.	1			

A20.4.2. Narrative report: Managing for results

The project is implemented in close collaboration with the ministry of labour and social protection institutions (CNSS and INAM) in order to ensure consistency of activities with the stakeholders' needs as identified during the planning process. Meetings are organized with the EU Delegation in Togo for information on the implementation of activities.

Analyses of the social protection measures taken to respond to the consequences of COVID-19 on the informal economy and of the contributory capacities of the actors in this economy were included as one of the preconditions for the development of recommendations for the extension of social security to actors in the informal economy. In this sense, the project initiated the analysis of the contributory capacities of the actors in the informal economy and the results of the evaluation of the impact of COVID-19 on the informal economy.

The reports of these analyses will allow a better understanding of the relevance of the social protection measures initiated in accordance with Outcome 1.

A20.4.3. Progress summary

During the inception, the project activities focused on the achievement of outputs 1 related to results 1 and 2 concerning the analysis of social protection measures (NOVISSI Programme) in response to COVID-19. These various analytical activities are nearing completion. This will facilitate the implementation of the follow-up phase, which will include the development of recommendations and capacity building of the National Committee for the Promotion of Social Protection and members of representative organizations of the informal economy.

A20.4.4. Evaluations, reviews and monitoring

Several studies and analyses have been carried out in relation to the impact of COVID-19 on the labour market. During the reporting period, the reports of these works were analysed in accordance with the needs and indicators of the project. In particular, the report on the impact of COVID-19 on the informal economy and the report on the evaluation of occupational safety and health measures, which took into account the situation in the informal sector and provides the baseline indicators for the project. In addition, the situation of COVID-19 in the country is regularly monitored using reports from the national coordination of the response to COVID-19.

This has mainly made it possible to monitor the challenges related to the implementation of the project.

A20.4.5. Main challenges, risks and corrective action

The main difficulty in the implementation of the project is the prevalence of COVID-19 because meetings are restricted. Indeed, while it is possible to organise online meetings with the technical partners, this is not possible with the representatives of the informal economy actors due to the difficulties they have in accessing the IT tool. The project plans to support the setting up of mini technical working groups at the level of each region comprising members of the most representative organisations of the informal economy. This will make it possible to organise consultations that will be relayed by these groups to their organisations. However, the project implementation plan will be revised to take into account the time constraint this represents.

In addition, it should be noted that there has been a delay in recruiting the administrative assistant.

A20.4.6. Contribution of the Project to the COVID-19 response

The project supported the design and development of the UN System's contribution to the national response to COVID-19. It provided analysis of the impact of the pandemic on employment, particularly on the informal economy, and the assessment of occupational safety and health (OSH) arrangements. It facilitated the development of strategies and measures concerning employment and social protection in the socio-economic resilience programme adopted by the United Nations in Togo.

The government has begun the process of drawing up a new development plan taking into account the impact of COVID-19. Within this framework, the project staff took part in the discussions organised on Tuesday 17 November by the PARNASSE cabinet in charge of drawing up this programme. The project recommended that the programme should include the extension of social protection to actors in the informal economy as a strategic priority component in order to ensure the implementation of the national social protection floor to strengthen the populations' resilience to the effects of COVID-19.

A20.4.7. Specific interventions related to public finance management

The project reviewed the draft 2021 finance law, in particular the 2021 public budget. It noted positive points such as the budgeting of the universal health insurance implementation. Weaknesses were also noted. These concern the lack of resources allocated for the implementation of the other elements of the social protection floor such as the guarantee of a minimum income. Discussions are under way with the Directorate General of Social Protection for remedial action.

A20.4.8. Complementarity with the EU Delegation's interventions and on-going and future Budget Support Programmes

The project took part in the prospective exchange meeting between the European Union and the partners of the United Nations System. It intends to explore with the EU office in Lomé and with the national side the possibility of budgetary support in the area of social protection.

A20.4.9. Synergies with other strategic social protection interventions

The project was involved in the development of action plans for the implementation of the resilience programme adopted by the United Nations System to support Togo in its response to COVID-19. Within this programme, partnership opportunities were identified, in particular with UNICEF, WFP and UNDP, with a view to mobilising resources to support the process of extending social protection in the country.

In addition, the project is involved in the process for the adoption of the legal framework for the Universal Health Coverage system.

A20.4.10. Strategic partnerships with other development partners

The ILO and UNDP have formulated a partnership framework including the formalization of the informal economy in Togo. This collaborative framework includes the extension of social protection to workers in the informal economy.

A20.4.11. Budget implications

The project concentrated its expenditure on the project launch, including the recruitment of the coordinator and the official launch of the project.

A20.4.12. Lessons learned – highlights

The participatory process of project development is one of the first lessons that can be learned. This facilitated its active appropriation by the national party, in particular the National Social Security Caisse (CNSS), the National Health Insurance Institute (INAM), the informal economy actors and the Ministry in charge of Labour. This should facilitate the rapid implementation of the project.

A20.4.13. Visibility & Communication

A meeting was organised with the European Union team in Togo on 20 November 2020. During the meeting, information was shared on the project planning and implementation process. A briefing note on the project for the media and partners was prepared; it takes into account the EU guidelines on communication and visibility. In addition, in agreement with the EU delegation in Togo and the Ministry of Labour, the project is scheduled to be officially launched in February 2021 to ensure its visibility among the various partners.

► Annex A20.A1. Project risk register

Ref.	Risk statement. The event we do not want to see and its potential impact on objectives	Comment. Explain how the risk might arise and the importance of the impact	Measures currently in place to address this risk	Impact	Likelihood	Total	Change ¹	Risk Owner ²	Additional risk response for the attention of the implementation team and the Steering Group
1.	Worsening of the sanitary crisis associated with COVID-19	A worsening health crisis with an increasing number of positive COVID-19 cases would restrict and suspend travel and meetings. This will lead to long delays in the implementation of activities requiring the participation of all stakeholders, such as training workshops and consultations on strategy proposals or on the adoption of technical parameters.	Assess the capacities of the various stakeholders for online work and support the informal economy actors' organizations in this sense.	Long delays in project implementation			↔	Essodina ABALO	Anticipate the administrative measures related to the implementation of the activities concerned. Review of the project implementation plan to mitigate delays.

¹ The Change column is used during implementation and summarizes the change since the last time the risk register was presented. Three symbols are used:

- ↑ Increase in the total level of risk
- ↔ No change in the total level of risk
- ↓ Decrease in the total level of risk.

² The Risk Owner column is used during implementation and records the name of the person with day-to-day responsibility for monitoring the risk and coordinating the response.