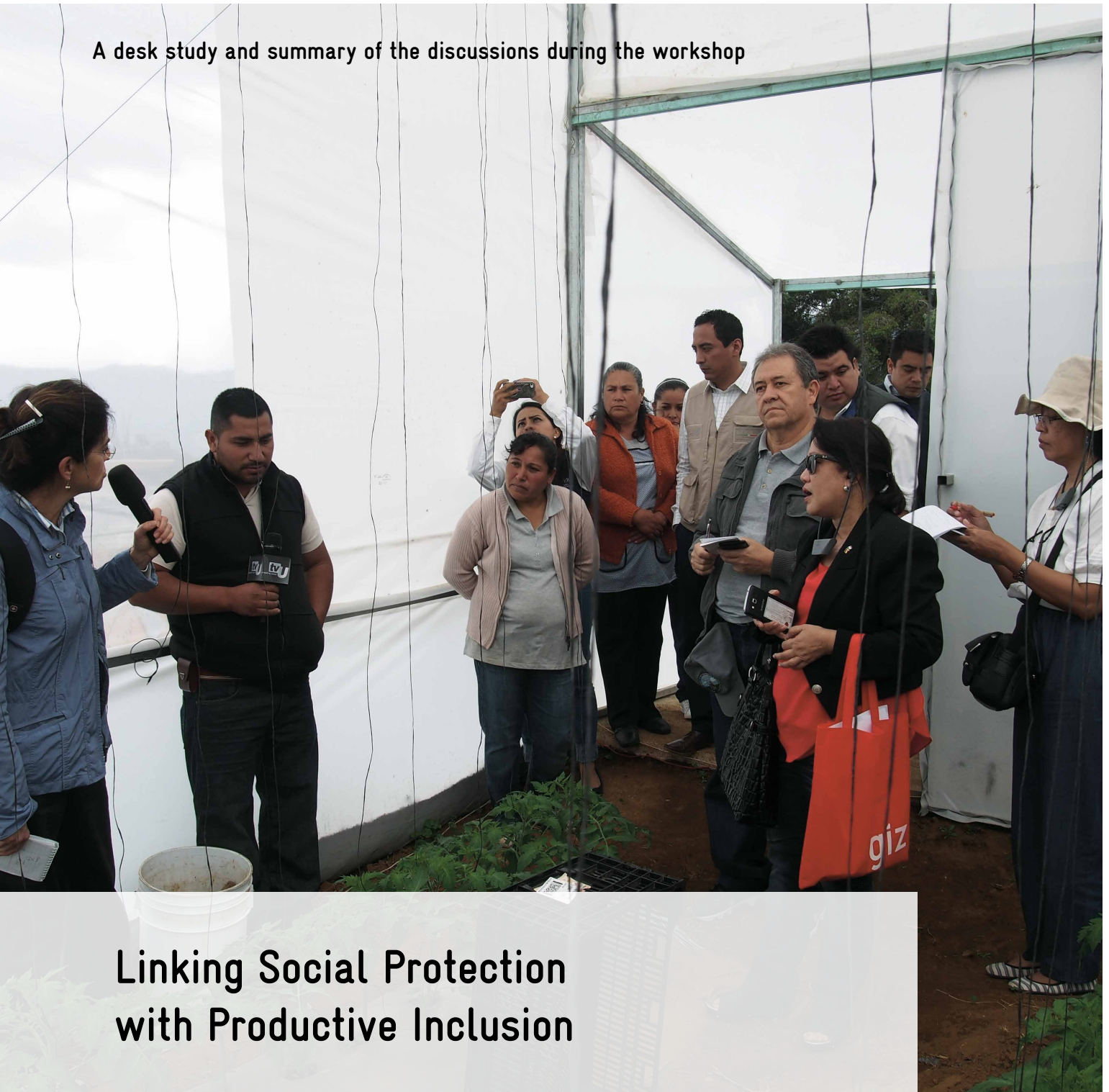


A desk study and summary of the discussions during the workshop



Linking Social Protection with Productive Inclusion

Innovative approaches and enabling factors for inter-sectoral coordination

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The report builds on valuable and vast experience from representatives of different countries shared during a global practitioners learning event on 'Linking Social Protection with Productive Inclusion' that took place in Mexico City/Mexico from 2 - 4 September 2015, hosted and organised by the Mexican Secretariat of Social Development (SEDESOL) and German Development Cooperation through the Global Alliances for Social Protection Programme implemented by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH.

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List of Abbreviations and Acronyms

4Ps	Pantawid Pamilya Pilipino Programme (the Philippines)
ALMP	Active Labour Market Policies
BANSEFI	Banco del Ahorro Nacional y Servicios Financieros National Savings and Financial Services Bank (Mexico)
BAPPENAS	Badan Perencanaan Pembangunan Nasional Ministry of National Development Planning (Indonesia)
BDT	Basis Data Terpadu Unified Database (Indonesia)
BMZ	Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung Federal Ministry for Economic Cooperation and Development (Germany)
BPKP	Badan Pengawasan Keuangan dan Pembangunan Financial and Development Supervisory Agency (Indonesia)
CC	Cuestionario Complementario Supplementary Questionnaire (Mexico)
CCT	Conditional Cash Transfer
CDD	Community-Driven Development (the Philippines)
CDI	Comisión Nacional para el Desarrollo de los Pueblos Indígenas National Commission for the Development of Indigenous People (Mexico)
CIDE	Centro de Investigación y Docencia Económicas Centre for Economic Research and Teaching
CNP	Coordinación Nacional PROSPERA National Coordination of PROSPERA (Mexico)
CONADI	Corporación Nacional de Desarrollo Indígena Indigenous Development Corporation (Chile)
CONAF	Corporación Nacional Forestal National Forestry Corporation (Chile)
CONEVAL	Consejo Nacional de Evaluación de la Política de Desarrollo Social National Council for the Evaluation of Social Development Policy (Mexico)
CUIS	Cuestionario Único de Información Socioeconómica Single Socio-Economic Data Questionnaire (Mexico)
CURP	Clave Única de Registro de Población Unique Population Registry Key (Mexico)
DA	Department of Agriculture (the Philippines)
DENR	Department of Environment and Natural Resources (the Philippines)
DOLE	Department of Labor and Employment (the Philippines)
DOT	Department of Tourism (the Philippines)
DPWH	Department of Public Works and Housing (the Philippines)
DSWD	Department of Social Welfare and Development (the Philippines)
ECLAC	Economic Commission for Latin America and the Caribbean

FAPPA	Programa Fondo para el Apoyo a Proyectos Productivos en Núcleos Agrarios Fund to Support Productive Projects in Agricultural Hubs (Mexico)
FIES	Family Income and Expenditure Survey (the Philippines)
FND	Financiera Nacional de Desarrollo Agropecuario, Rural, Forestal y Pesquero National Financial Agency for Agricultural, Rural, Forestry, and Fisheries Development (Mexico)
FONAES	Programa de Fomento a la Economía Social National Fund of Support for Businesses in Solidarity (Mexico)
FONCODES	Fondo de Cooperación para el Desarrollo Social Cooperation Fund for Social Development (Peru)
FONIE	Fondo para la Inclusión Económica en Zonas Rurales Fund for Economic Inclusion in Rural Areas (Peru)
FOSIS	Fondo de Solidaridad e Inversión Social Solidarity and Social Investment Fund (Chile)
FPS	Ficha de Protección Social Social Protection Record (Chile)
FSU	Ficha Socioeconómica Única Single Socio-Economic Questionnaire (Peru)
Fundación INTEGRA	Fundación Educacional para el Desarrollo Integral del Menor Foundation for Integrated Early Childhood Education (Chile)
GIZ	Gesellschaft für Internationale Zusammenarbeit (Germany)
INIA	Instituto Nacional de Innovación Agraria National Institute of Agricultural Innovation (Peru)
JUNAEB	Junta Nacional de Auxilio Escolar y Becas National Board for Student Aid and Scholarships (Chile)
JUNJI	Junta Nacional de Jardines Infantiles National Nursery School Board (Chile)
KC-NCDDP	KALAHÍ-CIDDS National Community-Driven Development Project (the Philippines)
KUBE	Kelompok Usaha Bersama Joint Microenterprises Programme (Indonesia)
LED	Local Economic Development (the Philippines)
LFS	Labour Force Survey (the Philippines)
LGDS	Ley General de Desarrollo Social General Law of Social Development (Mexico)
LGU	Local Government Unit (the Philippines)
M&E	Monitoring and Evaluation
MDGs	Millennium Development Goals
MDS	Ministerio de Desarrollo Social Ministry of Social Development (Chile)
MIDIS	Ministerio de Desarrollo e Inclusión Social Ministry of Development and Social Inclusion (Peru)
MINAGRI	Ministerio de Agricultura Ministry of Agriculture (Chile)
MINAGRI	Ministerio de Agricultura y Riego Ministry of Agriculture and Irrigation (Peru)

MINCETUR	Ministerio de Comercio Exterior y Turismo Ministry of Foreign Trade and Tourism (Peru)
MINEDU	Ministerio de Educación Ministry of Education (Peru)
MINEDUC	Ministerio de Educación Ministry of Education (Chile)
MINSA	Ministerio de Salud Ministry of Health (Peru)
MINTRAB	Ministerio del Trabajo y Previsión Social Ministry of Labour and Social Security (Chile)
MIS	Management Information System
MoSA	Ministry of Social Affairs (Indonesia)
MTC	Ministerio de Transportes y Comunicaciones Ministry of Transportation and Communication (Peru)
MTPE	Ministerio del Trabajo y Promoción del Empleo Ministry of Labour and Employment Promotion (Peru)
MVCS	Ministerio de Vivienda, Construcción y Saneamiento Ministry of Housing, Construction and Sanitation (Peru)
NEDA	National Economic and Development Authority (the Philippines)
NHTS-PR	National Household Targeting System for Poverty Reduction (the Philippines)
OSINERGMIN	Organismo Supervisor de la Inversión en Energía y Minería Supervisory Agency for Investment in Energy and Mining (Peru)
PKH	Program Keluarga Harapan Family Hope Programme (Indonesia)
PPP	Public-Private Partnership
POP	Programa Opciones Productivas Productive Options Programme (Mexico)
PRODEMU	Fundación para la Promoción y Desarrollo de la Mujer Foundation for the Promotion and Development of Women (Chile)
PROMETE	Programa de Apoyo para la Productividad de la Mujer Emprendedora Programme for the Productivity of Women Entrepreneurs (Mexico)
PRONABEC	Programa Nacional de Becas y Créditos Educativos National Programme of Scholarships and Educational Loans (Peru)
PSI	Programa Subsectorial de Irrigación Sub-Sectoral Irrigation Programme (Peru)
PSKS	Program Simpanan Keluarga Sejahtera Prosperous Family Savings Programme (Indonesia)
RDC	Regional Development Council (The Philippines)
RIS	Registro de Información Social Registry of Social Information (Chile)
RPJMN	Rencana Pembangunan Jangka Menengah Nasional Medium-Term National Development Plan (Indonesia)
SAGARPA	Secretaría de Agricultura, Ganadería, Desarrollo Rural, Pesca y Alimentación Secretariat of Agriculture, Livestock, Rural Development, Fisheries, and Food (Mexico)

SCSP	Sub-Committee on Social Protection (the Philippines)
SDC	Social Development Committee (the Philippines)
SDGs	Sustainable Development Goals
SE	Secretaría de Economía Secretariat of Economics (Mexico)
SEA-K	Self-Employment Assistance Kaunlaran (the Philippines)
SEDATU	Secretaría de Desarrollo Agrario, Territorial y Urbano Secretariat of Agrarian, Land, and Urban Development (Mexico)
SEDESOL	Secretaría de Desarrollo Social Secretariat of Social Development (Mexico)
SENASA	Servicio Nacional de Sanidad Agraria National Plant and Animal Health Service (Peru)
SENCE	Servicio Nacional de Capacitación y Empleo National Training and Employment Services (Chile)
SEP	Secretaría de Educación Pública Secretariat of Public Education (Mexico)
SERNATUR	Servicio Nacional de Turismo National Tourism Agency (Chile)
SHCP	Secretaría de Hacienda y Crédito Público Secretariat of Finance and Public Credit (Mexico)
SIIPP-G	Sistema Integral de Información de Padrones de Programas Gubernamentales Integrated Government Programme Registration System (Mexico)
SIIS	Sistema Integrado de Información Social Integrated System for Social Information (Chile)
SISFOH	Sistema de Focalización de Hogares Household Targeting System (Peru)
SLP	Sustainable Livelihood Programme (the Philippines)
SLRT	Sistem Rujukan dan Layanan Terpadu Integrated Referral and Services System (Indonesia)
SNE	Servicio Nacional de Empleo National Employment Service (Mexico)
STPS	Secretaría del Trabajo y Previsión Social Secretariat of Labour and Social Welfare (Mexico)
SWS	Single Window Services
TESDA	Technical Education and Skills Development Authority (the Philippines)
TKPKD	Tim Koordinasi Penanggulangan Kemiskinan Daerah Regional Poverty Alleviation Coordinating Teams (Indonesia)
TNP2K	Tim Nasional Percepatan Penanggulangan Kemiskinan National Team for the Acceleration of Poverty Reduction (Indonesia)
UIF	Unidad de Intervención Familiar Family Intervention Unit (Chile)

Executive Summary

This report presents policy background, institutional arrangements and innovations related to linking social protection programmes and productive inclusion instruments, specifically for Chile, Indonesia, Mexico, Peru, and the Philippines. Selected ideas and case studies presented in this paper were discussed by representatives from the aforementioned countries during their participation in the international global practitioners learning event, 'Linking Social Protection with Productive Inclusion,' held in Mexico City from September 2 to 4, 2015. This event was organised by the programme Global Alliances for Social Protection, together with the Secretariat of Social Development (Secretaría de Desarrollo Social, SEDESOL) of Mexico. Stakeholders from Asian and Latin American countries attended the event, including representatives from the Solidarity and Social Investment Fund (Fondo de Solidaridad e Inversión Social, FOSIS) of Chile; the Ministry of National Development Planning (Badan Perencanaan Pembangunan Nasional, BAPPENAS) and the Ministry of Social Affairs (MoSA) of Indonesia; SEDESOL of Mexico; the Department of Social Welfare and Development (DSWD) of the Philippines; and the Ministry of Development and Social Inclusion (Ministerio de Desarrollo e Inclusión Social, MIDIS) of Peru.

Social protection measures such as Conditional Cash Transfer (CCT) programmes have been shown to have significant positive impact on poverty reduction in both Southeast Asia and Latin America. The challenges ahead, however, remain daunting: one in five people in developing countries is still living in extreme poverty. The slowing rate of poverty reduction that can be observed in Indonesia, Mexico¹, and Peru is also a matter of concern. To achieve the newly adopted Sustainable Development Goal (SDG) #1, which aims to end extreme poverty for all people everywhere by 2030, innovation in social policy and social protection systems must take place. One of the operational challenges of CCT programmes is the lack of a predetermined strategy that promotes a sustainable and resilient exit out of poverty for the target population.

Policy makers and practitioners working in the field of social protection therefore increasingly recognise that social protection policies and programmes need to evolve from providing income support towards an integrated social protection system with heavy emphasis on human capital development and access to opportunities. This can be achieved by linking social protection measures with other interventions that successfully draw the target population into productive economic activities, through what are aptly referred to as 'productive inclusion' measures. Across different policy sectors, the role of social protection schemes needs to be emphasised, by using elements of social protection systems – such as targeting mechanisms and distribution channels at local level – as a platform for the integrated delivery of services for the poor.

¹ In Mexico, poverty incidence is worryingly increasing.

Some countries have developed a comprehensive social protection strategy or plan that covers different aspects of social policies, including labour programmes, thereby making direct linkages between social protection measures such as CCT programmes and productive development approaches an integral part of their strategy. Other countries have incorporated the social protection policy into a wider poverty reduction plan or their country development strategy, albeit without an explicit mechanism to link social protection and social promotion policies. A comprehensive social protection strategy therefore provides a framework for inter-sectoral and intergovernmental coordination, which is essential to deliver an integrated social protection system.

Due to the involvement of different public agencies from three different social policies², a high-level coordination mechanism is required when linking social protection programmes with productive inclusion measures. Three models of inter-sectoral coordination are elaborated in this report: (i) the coordination role is centralised into one ministry as exemplified by MIDIS of Peru and the Ministry of Social Development (Ministerio de Desarrollo Social, MDS) of Chile; (ii) the inter-sectoral role is established through a coordinating ministry or a supra-sectoral ministry, which is showcased by Mexico's Inter-ministerial Commission for Social Development and the Philippines' Subcommittee on Social Protection under the National Economic and Development Authority (NEDA)-Social Development Committee (SDC); and (iii) coordination is achieved through a social cabinet such as the National Team for the Acceleration of Poverty Reduction (Tim Nasional Percepatan Penanggulangan Kemiskinan, TNP2K) in Indonesia.

In order to promote both inter-sectoral and intergovernmental coordination, six enabling factors are identified, which are also exemplified by each of the workshop's participant countries: (i) leadership and political will (Peru); (ii) a legal framework that offers a clear division of roles and responsibilities (Mexico); (iii) shared management information and registration systems (the Philippines and Mexico); (iv) an integrated monitoring and evaluation system (Mexico); (v) an incentivising budget scheme for local governments (Chile and Mexico); and (vi) a local level service provision point (Indonesia).

The move from social protection measures that focus on providing income support to an integrated system emphasising human capital development and access to productive economic activities can be classified into three different levels of integration: (i) new productive inclusion programmes are created for beneficiaries whose profiles match the characteristics of those who participate in social protection programmes; (ii) social protection programme beneficiaries are referred and connected to existing productive inclusion measures, usually implemented by other agencies in the field of labour and employment; and (iii) employment components are directly integrated into the social protection system.

Particularly innovative approaches from the workshop's five participating countries are identified and elaborated further. Chile and its Inter-sectoral Social Protection System exemplifies the **integration of income generation and employment dimensions** into the system. Good practices in mobilising commitment and active **involvement of non-public stakeholders** when linking social protection with productive inclusion can be observed in Mexico, particularly in the Productive Options programme. Formal **labour-market insertion** poses a particular challenge for the emerging economies of all five countries, as informal and/or self-employment has historically predominated. Workshop discussion identified three factors that are essential for the successful implementation of labour market insertion programmes: (i) Public-Private Partnerships (PPP); (ii) the creation of one-stop shops for job intermediation services at the local level; and (iii) mobilising and empowering local governments to create a more decentralised approach. The employment facilitation track of its Sustainable Livelihood Programme (SLP) in the Philippines showcases good practices of such intervention. Furthermore, the importance of Public-Private Partnerships in labour-market insertion can be exemplified by a demand-driven technical training approach, which is prevalent in Latin American youth employment programmes. The approaches adopted by the microenterprise development track of the SLP in the Philippines exemplify **market-driven entrepreneurial supports** by directly linking each of the productive inclusion projects to existing local value chains. Community and mutual cooperation play a major role

2 Social protection, sectoral, and social promotion policies



in society in Indonesia and the Philippines; therefore, both countries showcase the good practices of designing a programme to deliver **community-based interventions**, tailored solutions that fit the local context. Additionally, Indonesia also exemplifies good practices in **financial inclusion** through its National Strategy for Financial Inclusion and a financial inclusion programme for the poor and vulnerable called Prosperous Family Savings Programme. Finally, Peru exemplifies a decentralised country where outreach mechanisms, particularly directed toward remote areas, are essential. The **territorial approach** applied through its productive inclusion measure Haku Wiñay attempts to integrate rural and remote areas into productive economic activities and

provides solutions for the market constraints often found in such areas.

Finally, challenges and issues in linking social protection with productive inclusion measures are identified as: (i) design, implementation and impact evaluation of innovative policies and programmes; (ii) strategic partnerships with non-public stakeholders; (iii) delivery of integrated programmes and application of integrated targeting; and (iv) improvement in inter-sectoral and intergovernmental coordination. These issues are also identified as potential topics for further cooperation in South-South knowledge exchange.



I. Introduction

The objective of this report is to present policy background, institutional arrangements and innovations related to linking social protection programmes and productive inclusion instruments, specifically in Chile, Indonesia, Mexico, Peru, and the Philippines. Selected ideas and case studies presented in this paper were discussed during the international global practitioners learning event 'Linking Social Protection with Productive Inclusion,' which was held in Mexico City from September 2 to 4, 2015.

I.1. Why productive inclusion?

Social protection measures – most notably, Conditional Cash Transfer (CCT) programmes³ – have been shown to have significant positive impact on household consumption and poverty reduction, both in Southeast Asia and Latin America. The progress these two regions have made in meeting Millennium Development Goals (MDGs) is partly attributable to these interventions. The challenges ahead, however, remain daunting: while the proportion of the extremely poor at the global level has been halved, one in five people in developing countries is still living on less than USD 1.25/day. The newly adopted Sustainable Development Goal (SDG) #1 aims to end this level of poverty for all people everywhere by 2030. Innovation in social policy and social protection systems must take place to achieve this ambitious goal, particularly because as poverty rates decline, only the chronic poor remain and further reductions become harder to achieve.

The challenges are not only to lift target populations out of poverty, but also to ensure that beneficiaries do not fall back into poverty once they exit social protection programmes or when the next shock occurs. In some countries, household survey data have shown that beneficiaries of CCT programmes often remain poor or vulnerable – as characterized by unstable labour market outcomes and insecure income streams – after exiting the programme.

In many countries, one of the operational challenges of CCT programmes is the lack of a predetermined strategy that promotes a sustainable and resilient exit out of poverty for the target population. To ensure this, it is not enough just to guarantee a minimum income; human capital development for beneficiaries of all ages (a lifecycle – based approach) must also be heavily emphasised.

³ The countries represented during the workshop organised in Mexico have all implemented flagship CCT programmes during the last decades, in most cases as the principal tool to provide poor and vulnerable populations with social protection. Therefore, this report mainly focuses on the linkages between CCTs and productive inclusion measures. However, the lessons learnt from the workshop can also be useful for countries implementing other types of social assistance programmes, e.g. unconditional cash transfers or public works programmes.

Policy makers and practitioners working in the field of social protection therefore increasingly recognise that social protection measures need to be linked to and complemented by other interventions that successfully draw the target population into productive economic activities, i.e. what are aptly called 'productive inclusion'⁴ measures.

The need for more inclusive and sustainable work opportunities, and the role these opportunities play in accelerating

human development, are also heavily emphasised in the recently released UN Human Development Report 2015. Furthermore, the significance of providing access to work opportunities and improving labour market outcomes as main drivers to reduce poverty and inequality is also reflected in SDG #10, which has as a target to progressively achieve and sustain the income growth of the bottom 40 per cent of the population – i.e. the poor and vulnerable – at a rate higher than the national average by 2030.

1.2 Rationale for the workshop

Given the importance of actively linking social protection programmes with measures that promote productive inclusion of the poor and vulnerable population groups, the Global Alliances for Social Protection programme, financed by the German Federal Ministry for Economic Cooperation and Development (BMZ) and implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, is committed to facilitating joint learning among development cooperation countries on this topic. As a first step to support knowledge exchange, the programme organised the international workshop 'Linking Social Assistance and Productive Inclusion: New Challenges in Social Protection and Labour,' which was held in Lima, Peru on 12 and 13 November 2014. The workshop was organised together with the World Bank and co-hosted by the Peruvian Ministry of Development and Social Inclusion (Ministerio de Desarrollo e Inclusión Social, MIDIS). The workshop was attended by selected representatives directly involved in the implementation of social protection and productive inclusion programmes from eleven Latin American and Asian countries.

To address the demand generated by the Lima workshop and to further intensify the dialogue, the Global Alliances for Social Protection programme, together with the

Mexican Secretariat of Social Development (Secretaría de Desarrollo Social, SEDESOL), followed up by organising a global practitioners learning event, 'Linking Social Protection with Productive Inclusion'. This was held at the facilities of SEDESOL in Mexico City from 2 to 4 September 2015.

The event was attended by participants from Asian and Latin American countries. From Asia, the participants consisted of three representatives from the Ministry of National Development Planning (Badan Perencanaan Pembangunan Nasional, BAPPENAS) and the Ministry of Social Affairs (MoSA) of Indonesia, and two representatives from the Department of Social Welfare and Development (DSWD) of the Philippines. From Latin America, two representatives from MIDIS, Peru and one representative from the Chilean Solidarity and Social Investment Fund (Fondo de Solidaridad e Inversión Social, FOSIS) participated in the workshop. Furthermore, several participants of SEDESOL attended the event (see list of participants in Annex A).

The global practitioners learning event was designed in a peer-to-peer learning format, which aims specifically to minimise lecture-style knowledge transfer from technical experts to participants.

⁴ In this report, productive inclusion refers to interventions in labour and productive capacity development specifically targeting people living in poverty or vulnerability, such as: improving their financial literacy and facilitating access to formal financial institutions ('financial inclusion'), transferring assets, providing technical and vocational training, supporting their soft-skills development (empowerment, communication skills, self-esteem, and teamwork), providing entrepreneurial supports, generating direct and indirect employment, and facilitating their integration into the formal labour market.

The dual objectives of productive inclusion interventions are to (i) prevent the target population from falling into poverty; and (ii) empower those who are poor to escape the poverty trap and find decent work.

Instead, in this format the participants – who are policy makers and practitioners in their respective fields – are considered to be the ‘experts’ and are mutual ‘broadcasters’ and ‘learners’. Through this format, an open and lively dialogue was encouraged to generate more ideas and fresh perspectives. The workshop sessions discussed the following questions (see the agenda in Annex B):

- (1) What experiences and challenges have participating countries encountered in linking social protection with productive inclusion?
- (2) How can nations deliver integrated programming that links social protection and productive inclusion?
- (3) How can they promote the labour market insertion of cash transfer programme beneficiaries?
- (4) What can be learnt from Mexico’s experience with social protection and productive inclusion interventions?
- (5) What are the lessons learnt from the workshop by participating countries, and how can they be transferred to each country’s individual context?

- (6) What are potential topics and formats for further international knowledge exchange and joint learning in this field?

This report summarises the issues discussed during the event and is organised as follows: section two describes the country context, as well as the relevant policy framework and strategic directions being taken by participating countries; section three discusses possible institutional arrangements that could support better linkages between social protection and productive inclusion measures, and gives examples from various countries; section four briefly summarises the current productive inclusion measures of each country, highlighting particularly innovative aspects of design and/or implementation; section five outlines the challenges faced in linking social protection with productive inclusion measures and the possible solutions; and section six concludes by discussing the way forward on this topic.

II. Background information on country cases

II.1. Achievements in poverty reduction and challenges ahead

Most countries strive for further reduction of poverty – and in some cases for decreasing inequalities – when designing and implementing approaches that link social protection and productive inclusion. Therefore, it is worthwhile to have a look at the status quo of poverty reduction efforts⁵ in the countries whose approaches are presented in the remainder of this paper.

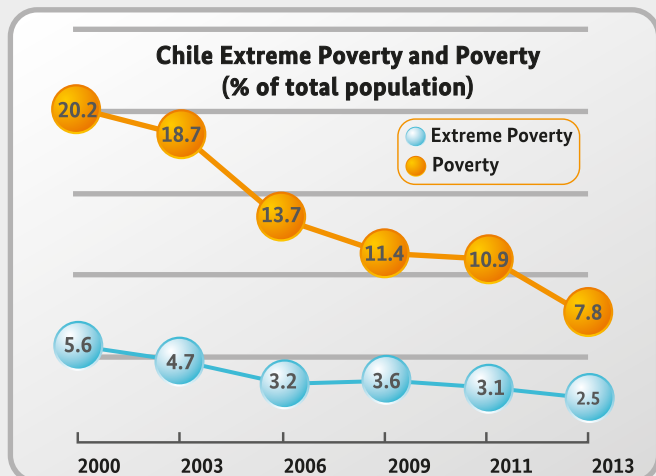
Although efforts to reduce poverty have been largely successful, poverty and inequality still persist in all countries represented at the global practitioners learning event.

II.1.1. Poverty trends in Chile

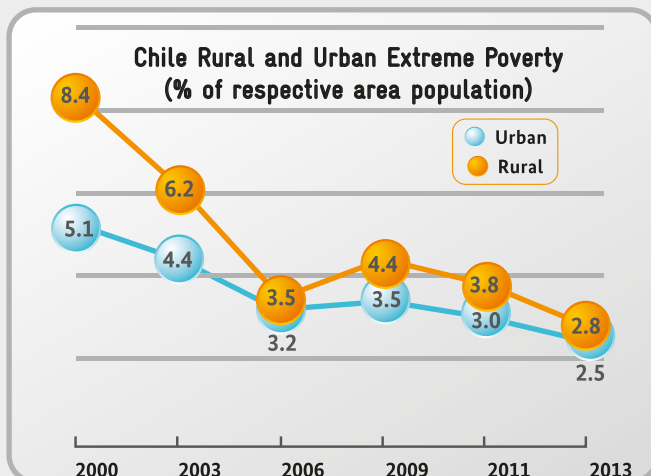
Chile felt the effect of the global economic crisis of 2008/2009, and the slowing rate of extreme poverty reduction is a particular concern for Chile at present.

From 2006 to 2009, Chile's extreme poverty rate increased at an average annual rate of 4.2 per cent.

During the same period, extreme poverty in rural areas increased from 3.5 per cent to 4.4 per cent, an average annual rate of increase of 8.6 per cent. An increase in the extreme poverty rate was also observed in urban areas, albeit at a slightly lower rate (3.1 per cent annual average rate for 2006 to 2009).

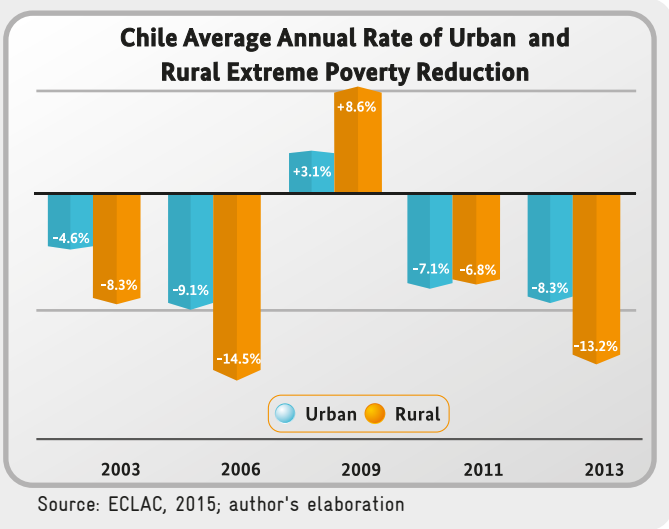
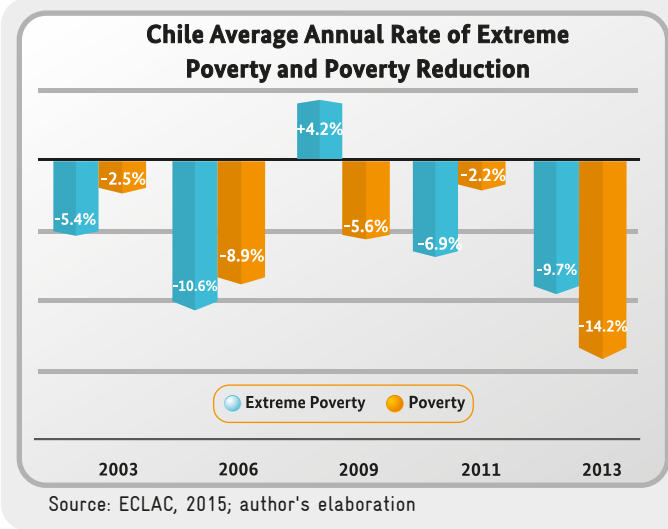


Source: ECLAC, 2015



Source: ECLAC, 2015

⁵ All poverty data referred here is as defined by each nation (i.e. national poverty line).



Graph 1. Poverty Trends in Chile

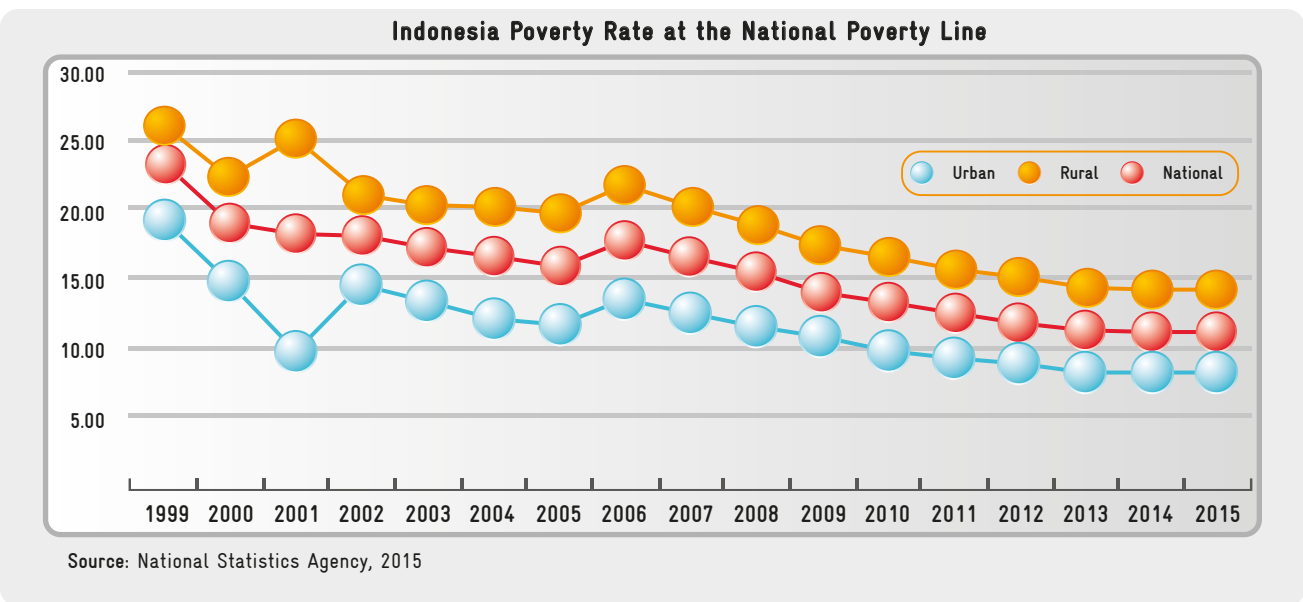
II.1.2. Poverty trends in Indonesia

The slowing rate of poverty reduction and increasing inequality in Indonesia is of particular concern in recent years.

Currently, approximately 11 per cent of the Indonesian population are living below the national poverty line. The National Medium Term Development Plan (Rencana Pembangunan Jangka Menengah Nasional, RPJMN) 2015-2019 aims to reach a poverty level of 7-8 per cent by 2019. While poverty is slowly but steadily decreasing, it is of particular concern for the Government of Indonesia that inequalities have been increasing during the last few years.

The GINI coefficient was 0.38 in 2010; it increased to 0.41 in 2014, indicating that the impressive economic growth rates of the country during the last decade were not benefiting the poor.

A slowing rate of poverty reduction as defined by the national poverty line in Indonesia can be observed for both urban and rural areas, especially since 2013. This slowdown in poverty reduction can be partly attributed to the persistence of chronic and structural poverty that requires a more comprehensive and integrated approach.



Indonesia Annual Rate of Poverty Reduction at the National Poverty Line



Source: National Statistics Agency, 2015; author's elaboration

Graph 2. Poverty Trends in Indonesia

II.1.3. Poverty trends in Mexico

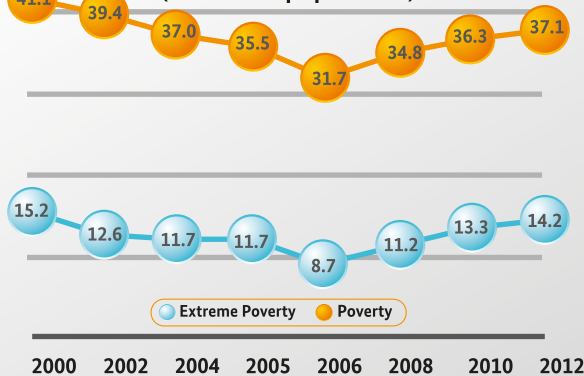
The global economic crisis in 2008 hit Mexico's households hard, and the hardship has continued until now.

From 2006 to 2008, the proportion of Mexico's population living in extreme poverty increased from 8.7 to 11.2 per cent. This is an average annual rate of increase of 14.4 per cent. Rural areas appear to be those hit hardest by the crisis in 2008, with an increase of 3.7 percentage points in poverty incidence, or 5.6 per cent of the average annual rate of poverty observable for 2006 to 2008. Poverty and extreme poverty have steadily increased ever since.

Poverty in urban areas is currently increasing at a faster rate than in rural areas, particularly since 2010.

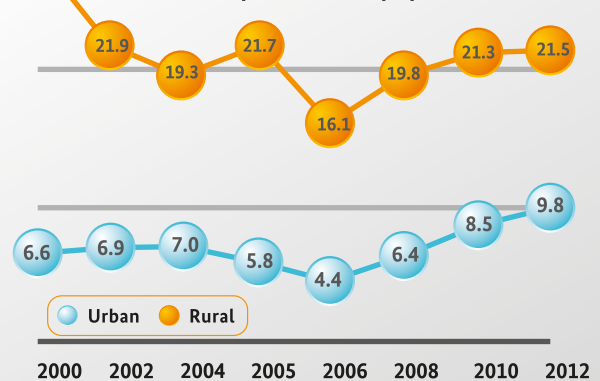
It is also worth mentioning here that in Mexico – according to the National Council for the Evaluation of Social Development Policy (Consejo Nacional de Evaluación de la Política de Desarrollo Social, CONEVAL) – the incidence of poverty among the indigenous population is particularly high, with 96.8 per cent of them considered poor or vulnerable (Lomeli, Rodriguez and Weber 2012).

Mexico Extreme Poverty and Poverty (% of total population)



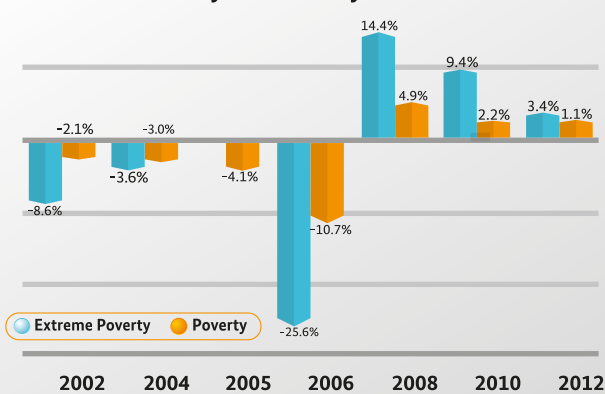
Source: ECLAC, 2015

Mexico Rural and Urban Extreme Poverty (% of respective area population)



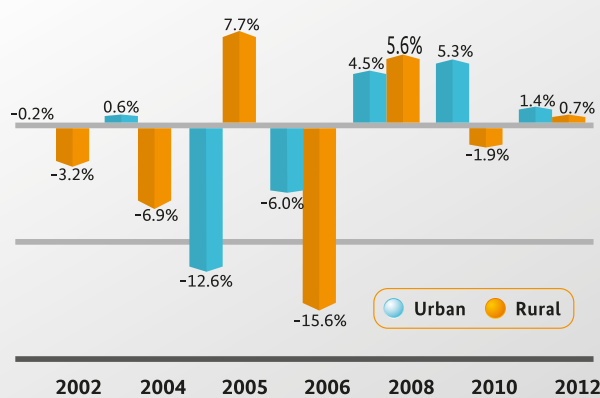
Source: ECLAC, 2015

Mexico Average Annual Rate of Extreme Poverty and Poverty Reduction



Source: ECLAC, 2015; author's elaboration

Mexico Average Annual Rate of Urban and Rural Poverty Reduction



Source: ECLAC, 2015; author's elaboration

Graph 3. Poverty Trends in Mexico

II.1.4. Poverty trends in Peru

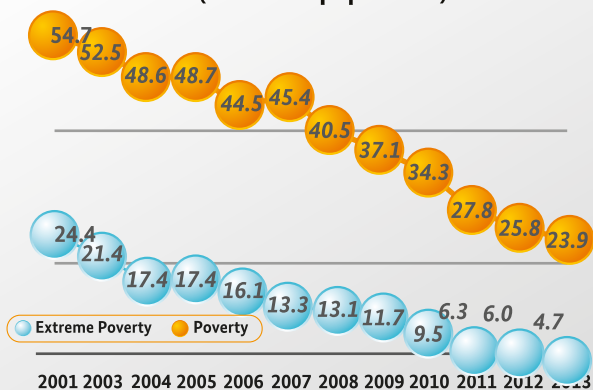
Peru appears to have weathered the global economic crisis of 2008/2009 relatively well compared to other economies in the region.

Almost 24 per cent of Peru's population lived in poverty in 2013, according to the Economic Commission for Latin America and the Caribbean (ECLAC). Although the incidence of poverty in the country is higher than in Chile or Mexico, it has been steadily declining since 2007.

The rural poor account for most of Peru's low-income population. Data for 2013, the most recent year available, indicates that 48 per cent of the rural population are living below the poverty line.

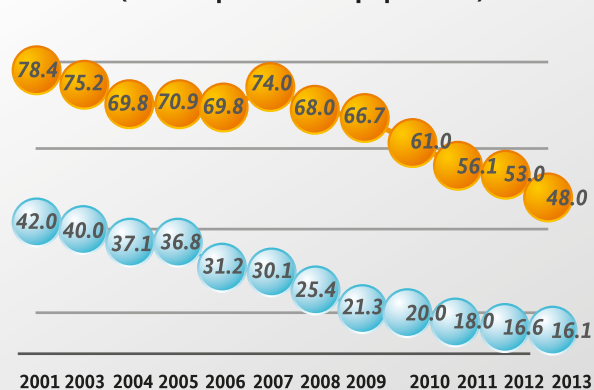
Peru has managed to bring down the rate of extreme poverty by almost 20 percentage points in the past decade, although a slowdown of poverty reduction can be observed in urban areas.

Peru Extreme Poverty and Poverty (% of total population)



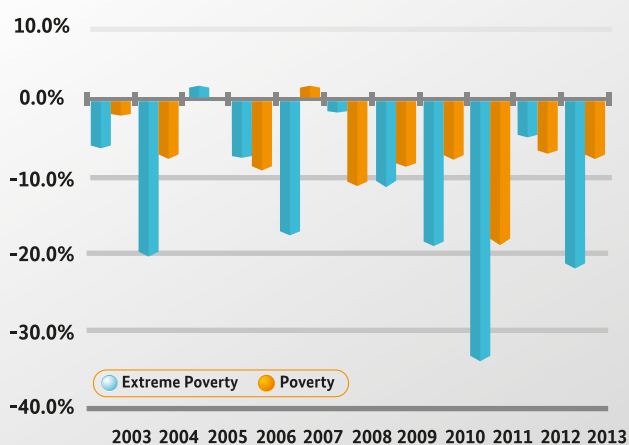
Source: ECLAC, 2015

Peru Rural and Urban Poverty (% of respective area population)



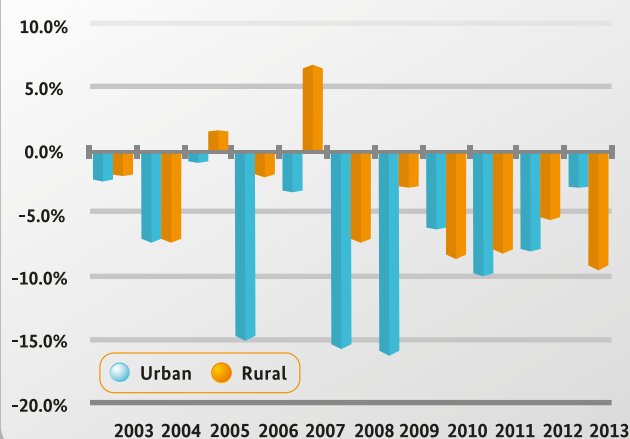
Source: ECLAC, 2015

Peru Average Annual Rate of Extreme Poverty and Poverty Reduction



Source: ECLAC, 2015; author's elaboration

Peru Average Annual Rate of Rural and Urban Poverty Reduction



Source: ECLAC, 2015; author's elaboration

Graph 4. Poverty Trends in Peru

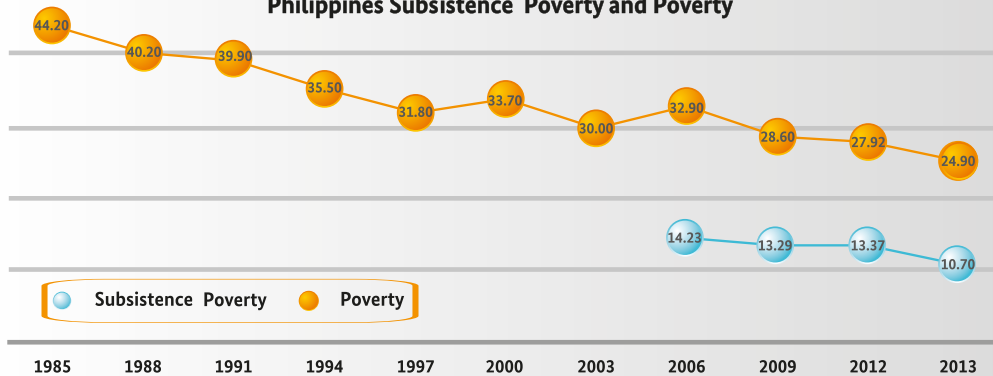
II.1.5. Poverty trends in the Philippines

Poverty reduction efforts in the Philippines made major strides in 2013.

The Philippines managed to bring down the subsistence

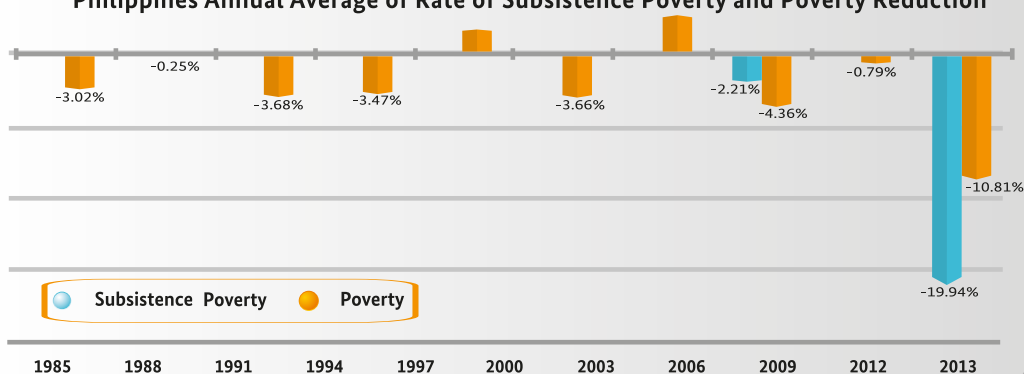
poverty rate – based on the food poverty line – from 13.37 per cent of the population in 2012 to 10.70 per cent in 2013. In other words, the overall poverty rate decreased by an annual rate of 19.94 per cent.

Philippines Subsistence Poverty and Poverty



Source: Philippines Statistics Authority and Asian Development Bank, 2015

Philippines Annual Average of Rate of Subsistence Poverty and Poverty Reduction



Source: Philippines Statistics Authority and Asian Development Bank, 2015; author's elaboration

Graph 5. Poverty Trends in the Philippines

All five countries represented during the workshop have recently adopted the SDGs with the first goal being to 'end poverty in all forms.' They therefore need to intensify their efforts to further reduce poverty and take appropriate measures to reach this goal. Social protection schemes have in the past been proven to be one efficient tool to reduce poverty in most countries. Despite the evidence supporting CCTs' effectiveness in assisting countries to bring down poverty rates, however, the work ahead remains challenging.

It has been observed that a significant proportion of youth and children who benefit from CCTs have problems integrating into the labour market once they reach working age.⁶ Furthermore, the question remains in many countries whether it is necessary to provide and empower adult members of CCT beneficiary households with equal access to economic resources and financial services – or is it enough to wait for their children to grow up and successfully enter the workforce before they can expect to improve their welfare? Household surveys of CCT programmes with clear exit strategies⁷ show that beneficiary households often remain poor and vulnerable after exiting the programme (Stampini and Tornarolli 2012). Lacking the resilience to successfully cope with major life risks, they are just one shock away from falling back into extreme poverty.

Various studies in Latin America (Azevedo, et al. 2013; Lustig, Lopez-Calva and Ortiz-Juarez 2012) also suggested that the reduction of poverty and inequality within the region in the 2000s could be attributed to the increase in labour income of the population at the bottom of the income distribution and to a reduction in the market returns to skills⁸. One of the reasons for the reduction in market returns to skills is the rising rate of educated and experienced workers.

Therefore, to achieve the first goal of the newly adopted SDGs, a more comprehensive approach in social protection – and in broader terms, social policy – is required. This also involves the linkage of social protection programmes with productive inclusion measures to include the poorest and most vulnerable segments of the population in activities that help them to sustainably generate their own income.

A **two-pronged approach** might be useful to initiate these changes at the country level:

1. In social protection, there is a need to move from flagship CCT programmes (aimed at providing income support or ensuring minimum income, and encouraging behavioural changes in order to break inter-generational poverty) towards sustainable and integrated social protection systems placing greater emphasis on empowerment, human capital development, and the provision of access to opportunities, including access to productive economic activities for all beneficiary household members.
2. Across different policy sectors, a shift in perspective is needed, to one that places greater emphasis on the role of social protection schemes in ensuring human development and enhancing the inclusion of the disadvantaged and marginalised segments of the population into measures taken within other policy sectors. Therefore, elements of social protection programmes – such as targeting mechanisms and distribution channels at the local level – could be used as a platform for the integrated delivery of services for the poor across sectors.

6 Youth unemployment is a global problem: almost 43 per cent of the global youth labour force is either unemployed or categorically working poor (ILO 2015). Although the topic is beyond the scope of this report, it is mentioned briefly with particular reference to describing the productive measures of two Latin American countries, Chile and Mexico. Latin America's efforts to address youth unemployment have made progress.

7 There are three types of exit strategies from CCT programmes that vary from country to country (ELLA 2011): (i) graduating beneficiaries out of the programme when they escape poverty, i.e. when their income exceeds a predefined threshold; (ii) graduating beneficiaries when they no longer meet the programme-specific criteria, such as having children below a certain age living in the household; and (iii) ending transfers to beneficiaries once they exceed a certain time limit within the programme, e.g. after six years.

8 The term market returns to skills refers to the premium the labour market places on workers with relatively scarce characteristics, such as higher education or more experience.

II.3. Policy framework and strategic directions in social protection and employment

The emerging approach to improving the links between social protection programmes and productive inclusion measures to further reduce poverty is reflected in various ways in the policy frameworks of each country.

Some countries have developed a comprehensive social protection strategy or plan covering different aspects of social policies, including labour programmes, thus making direct linkages between social protection measures

(such as CCT programmes) and productive development approaches an integral part of their strategy. Other countries have incorporated the social protection policy into a wider poverty reduction plan or the country development strategy, albeit without an explicit mechanism to link social protection and social promotion policies (see Figure 6 for details on different social policies and the relevant public entities).

II.3.1. Chile: Inter-sectoral Social Protection System

The Chilean social protection system comprises a network of contributory and non-contributory programmes and services designed to offer lifecycle-based protection to all socio-economic groups. The provision of these services involves multiple sectors and therefore it is aptly called the Inter-sectoral Social Protection System.

It encompasses policies related to social security, as well as access to health care, education, housing, employment, and social assistance, with a focus on the poorest and most vulnerable population groups. The Ministry of Social Development (Ministerio de Desarrollo Social, MDS) has overall responsibility for its implementation.

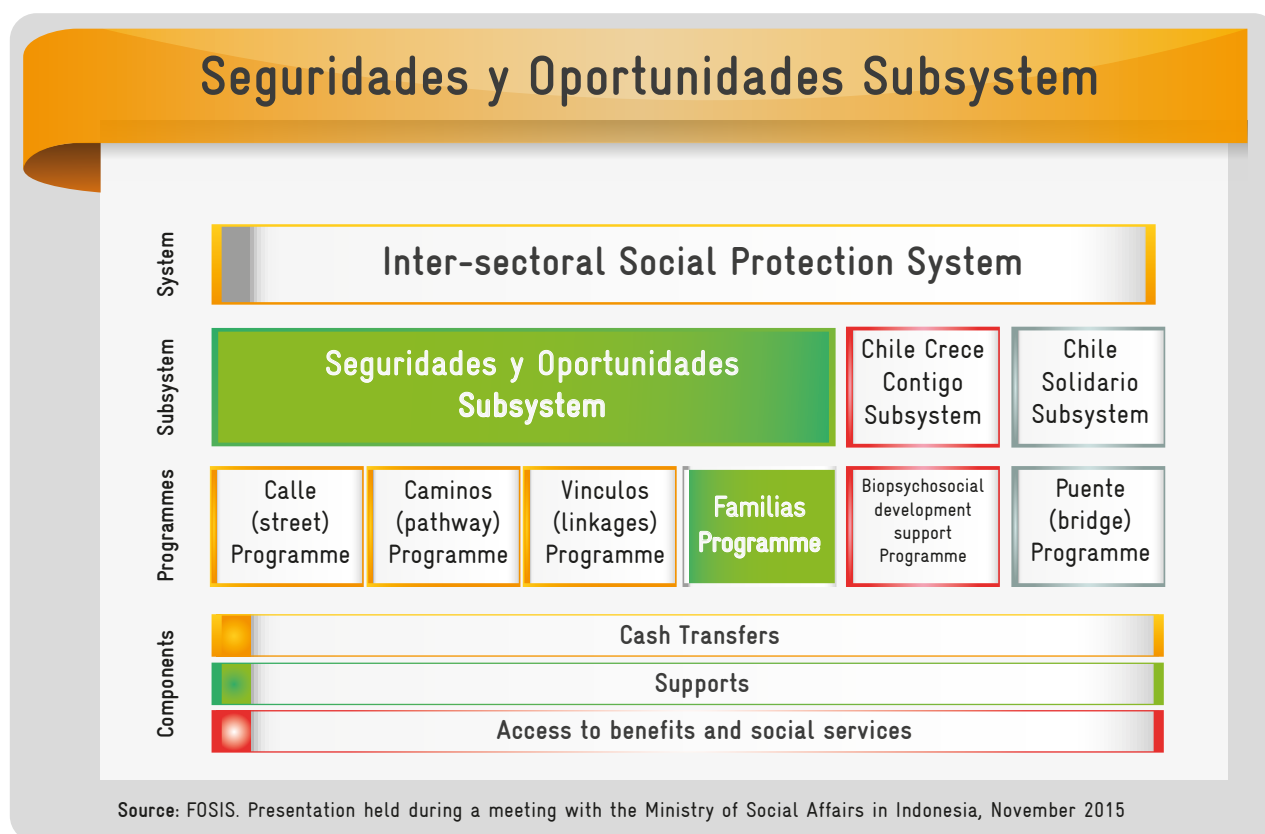


Figure 1. Chile's Inter-sectoral Social Protection System

The core perspective of the Chilean approach to social protection is that extreme poverty is a multidimensional problem that relates not only to economic deprivation, but also to the scarcity of human and social capital, as well as psycho-emotional deprivation. Therefore, the basic principle behind the system is a combination of strategies that includes cash transfers and other initiatives to improve employability and access to opportunities for the poor. As part of this strategy, the Chilean FOSIS⁹ has developed a number of programmes aimed at job creation and labour training for poor and vulnerable population groups (i.e. Labour Plan Support Programme, Programme to Support Microentrepreneurs, Youth Employability Programme, and Labour Market Readiness Programme).

Two of the defining features of the system are the integration of an employment dimension in co-responsibilities for the social protection programme, and an integrated case management approach. The latter is a dynamic approach, which is manifested through regular 'family accompaniment' sessions, in which professional and qualified social workers make visits to beneficiary families that focus on improving their general wellbeing. The case management approach also offers socio-occupational support for individual family members of productive ages to support them in developing and using their skills to generate family income (see sub-chapter III.2. of the previous report on the Lima Workshop regarding the case management approach, and sub-section IV.1. of this report on the employment dimension of co-responsibilities).

II.3.2. Indonesia: National Medium-Term Development Plan 2015-2019

Indonesia has not articulated a standalone social protection strategy; instead, social protection policies are incorporated into a wider country development strategy, i.e. the **National Medium-Term Development Plan (RPJMN) 2015-2019**, which defines the following fields of action: (i) producing quality economic growth that creates employment opportunities; (ii) building a comprehensive social protection system to protect poor and vulnerable households from social and economic shocks; (iii) promoting sustainable livelihoods through provisioning entrepreneurial and technical skills to improve poor and vulnerable households' competitiveness in productive economic activities; and (iv) expanding and improving access to basic services in order to reduce inequality between economic groups. The Ministry of National Development Planning (BAPPENAS) is responsible for the supervision and evaluation of the implementation of the RPJMN.

Social protection itself, as well as sectoral and social promotion policies targeting poor and vulnerable populations, are clearly spelled out as a part of the national development plan. There is, however, a lack of an explicit

mechanism to link the different implementing agencies responsible for the different sectors, their strategic and operational plans, and their programmes and measures. The implementation agency responsible for actions related to social welfare and social protection is the Ministry of Social Affairs (MoSA).

MoSA is the agency responsible for implementing both the country's flagship CCT Family Hope Programme (Program Keluarga Harapan, PKH) and the community-based productive inclusion measure Joint Enterprise Group (Kelompok Usaha Bersama, KUBE). The linkage between PKH and KUBE is through their target population: KUBE is geared toward – among others – the beneficiaries of PKH who are in the transition or graduation phase¹⁰. See sub-section IV.5. for details on community-based intervention, which is one of the innovative features of the productive inclusion approach implemented in Indonesia. Another innovative approach is the national strategy on financial inclusion of the poor (see sub-section IV.6.).

9 FOSIS is a government agency and part of the Chilean MDS. Its mission is to work to eradicate poverty and diminish social vulnerability in Chile. FOSIS offers programmes in three areas: entrepreneurship, labour markets, and social development.

10 Recertification of PKH beneficiaries is carried out at the end of year 6, after which: (i) eligible beneficiaries will enter a 'transition phase' where they receive cash transfers for three additional years and are referred to KUBE; (ii) non-eligible beneficiaries exit the programme, i.e. in the 'graduation phase'.

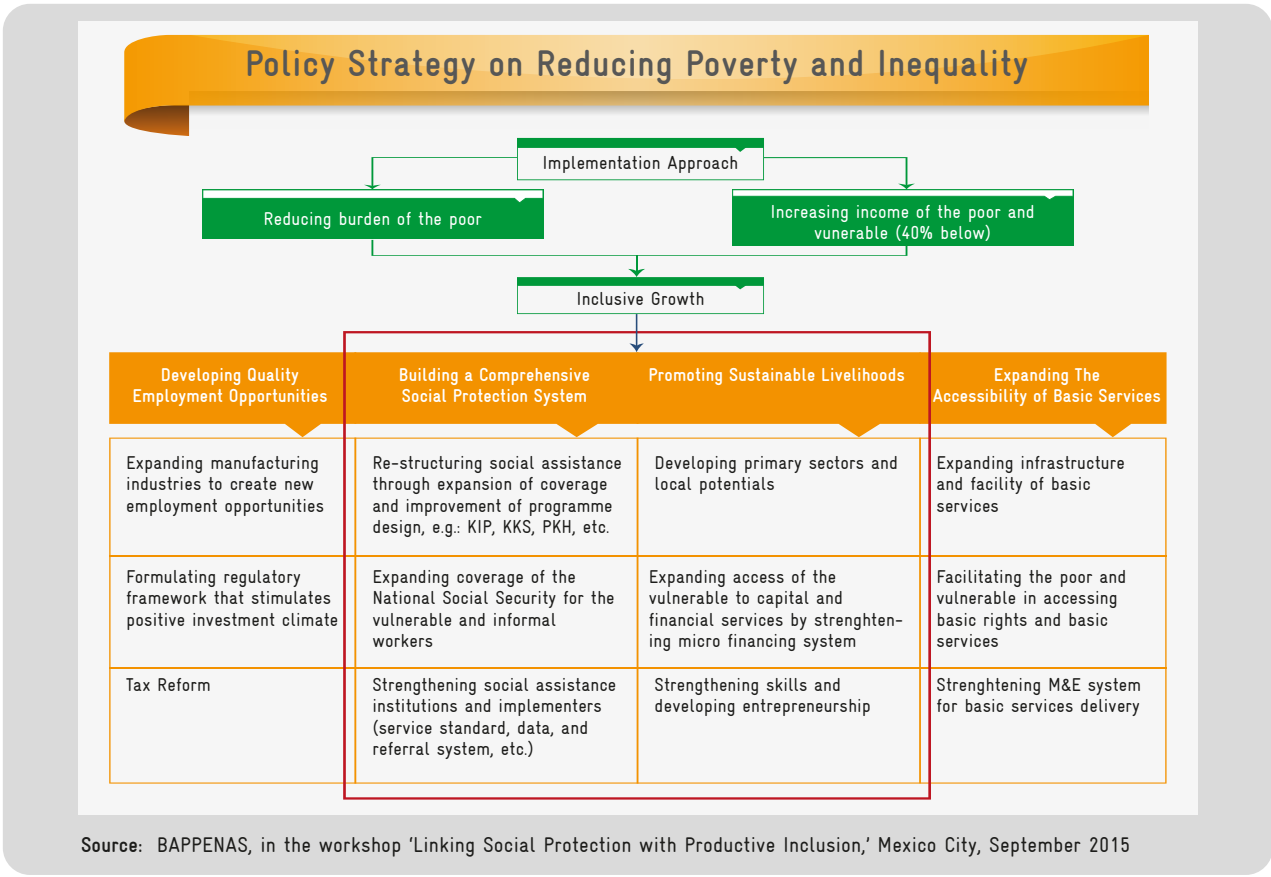


Figure 2. Main fields of action of the Indonesia National Medium-Term Development Plan (RPJMN) 2015-2019

II.3.3. Mexico: Inclusion Pillar of the National Development Plan

The social development policy of Mexico is well defined in the current government's 2013-2018 National Development Plan, specifically in its second pillar, **Inclusive Mexico**

(México Incluyente). It reflects the country's two-pronged-objectives of fighting poverty and closing inequality gaps, which can be seen next page:

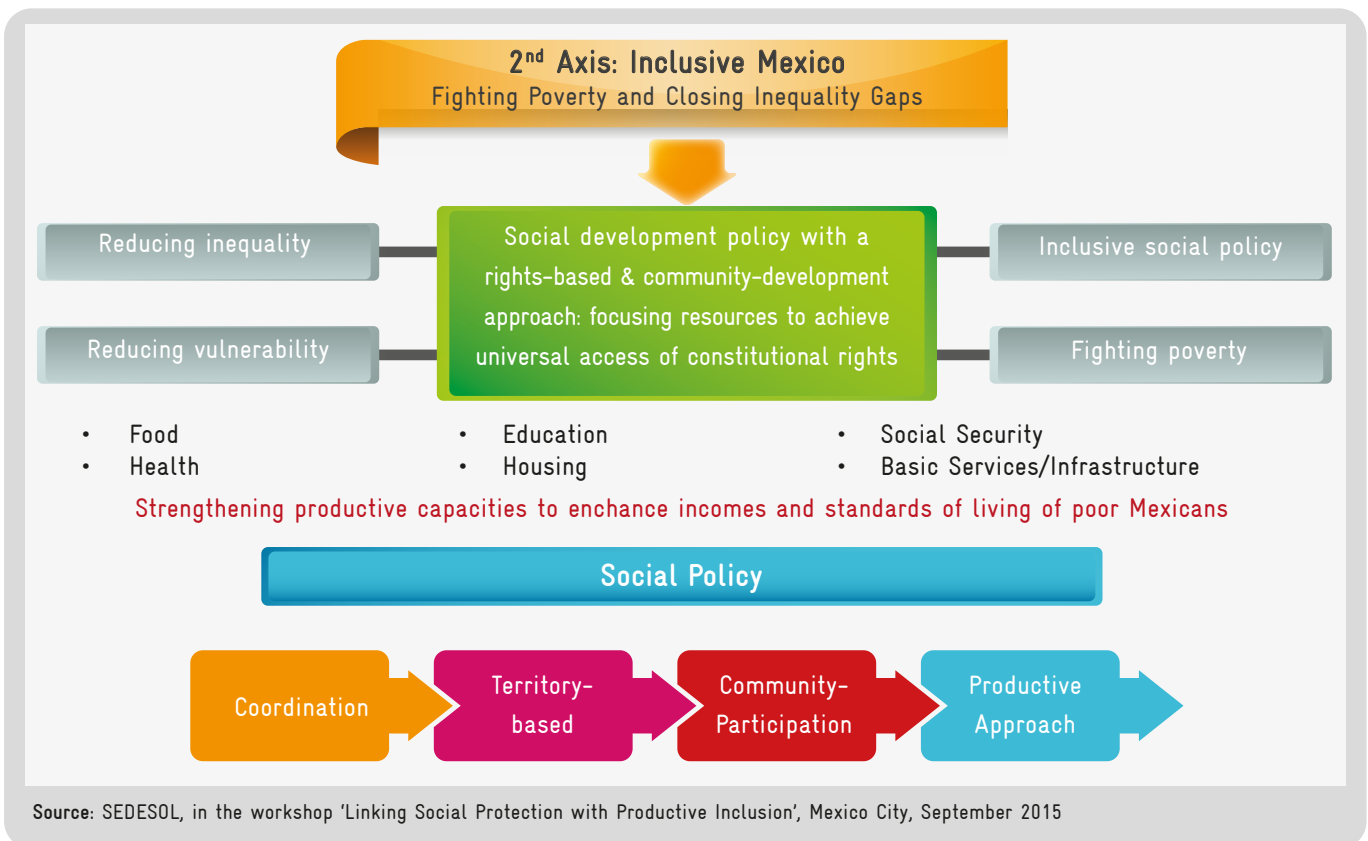


Figure 3. Mexico 2nd Pillar of the National Development Plan

The strategy, which places great emphasis on a productive approach, attempts to build bridges between social and economic policies. From the social policy perspective, the strategy aims to develop the wellbeing and productive capacity of poor families. From the economic policy perspective, it aims to provide easier access to labour markets and saving mechanisms for the poor and vulnerable, to generate direct employment through large infrastructure projects, and to foster regional economic development.

At the heart of the pillar Inclusive Mexico is the flagship CCT programme PROSPERA, which is steered and implemented by the Secretariat of Social Development (SEDESOL). The programme combines a cash transfer scheme aimed at improving the health and education

status of poor families with productive inclusion measures—by directly linking CCT beneficiary families with 15 programmes that promote access by poor families to employment. Furthermore, special emphasis is placed on the school-to-work transition of the youth from beneficiary families, by connecting them to the National Employment Service (Servicio Nacional de Empleo, SNE) and the Bécate grants programme to help them join the formal labour force after graduation from senior high school.

The defining feature of Mexico's approach in linking beneficiaries of social protection programmes with the productive inclusion interventions elaborated in this report is the active involvement of non-public stakeholders, particularly in the implementation stage of the programme (see sub-section IV.2.).

II.3.4. Peru: National Strategy for Development and Social Inclusion

The Peruvian MIDIS was created in 2011 and is the governing agency for national policies to foster development and social inclusion in Peru. Under the current government, MIDIS enacted a **National Strategy for Development and Social Inclusion (Incluir para Crecer)** in 2013¹¹. This strategy serves as the management tool to link a set of development and social inclusion policies, targeted at the poorest and most vulnerable population groups

and to accomplish certain priority outcomes. Similar to the system adopted by Chile, the Peruvian national strategy aims to cover all stages of life with specific goals in five areas: infant/child nutrition, early childhood development, integrated development of children and adolescents, economic inclusion for all people of working age, and protection of the elderly.

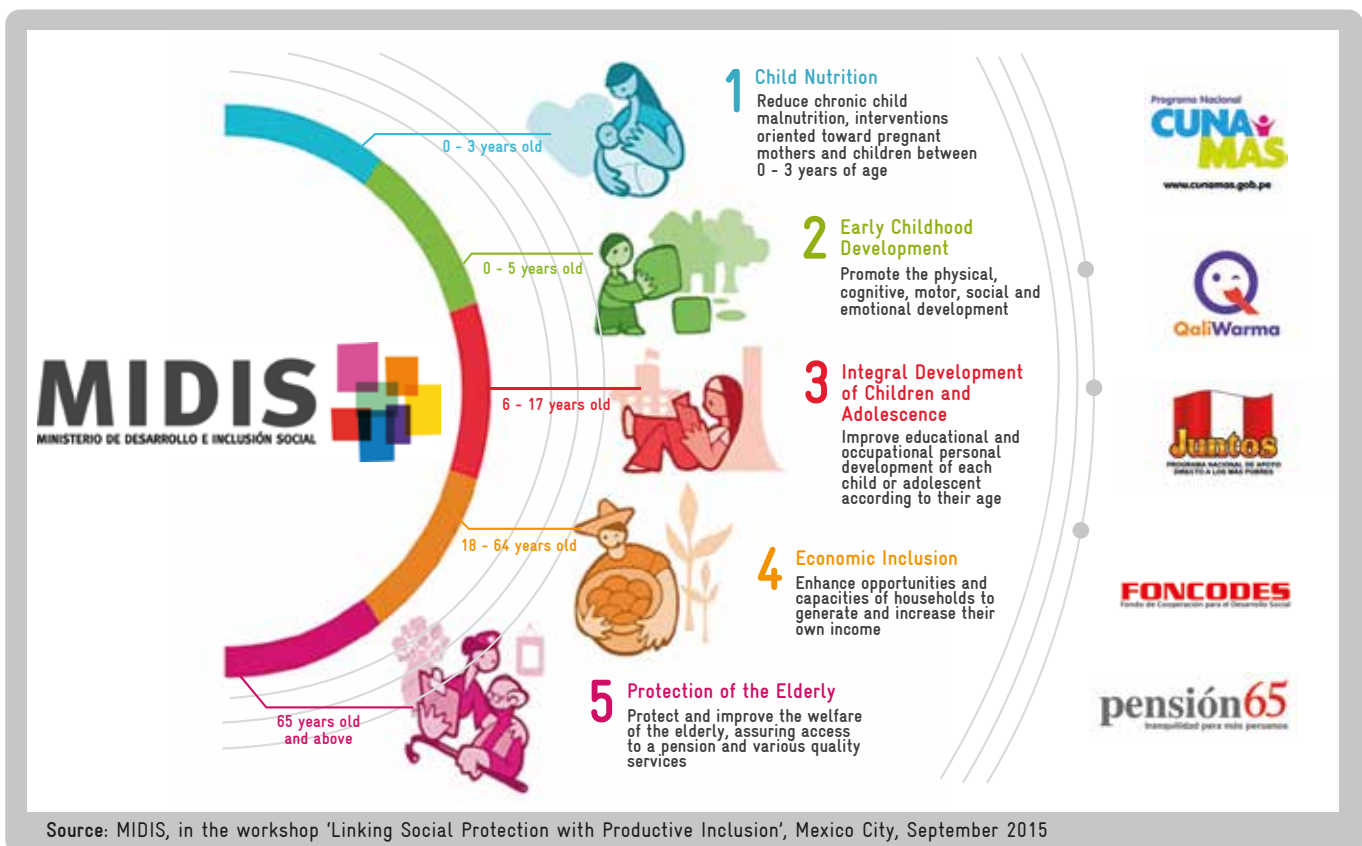


Figure 4. Peru National Strategy for Development and Social Inclusion

For poor and vulnerable people of productive ages who live in rural areas, the strategy encompasses explicit measures to enhance the opportunities and capacities of households to generate and increase their own income. The National Cooperation Fund for Social Development (Fondo de Cooperación para el Desarrollo Social, FONCODES) is the programme intended to achieve this goal. One of its interventions is Haku Wiñay, which follows

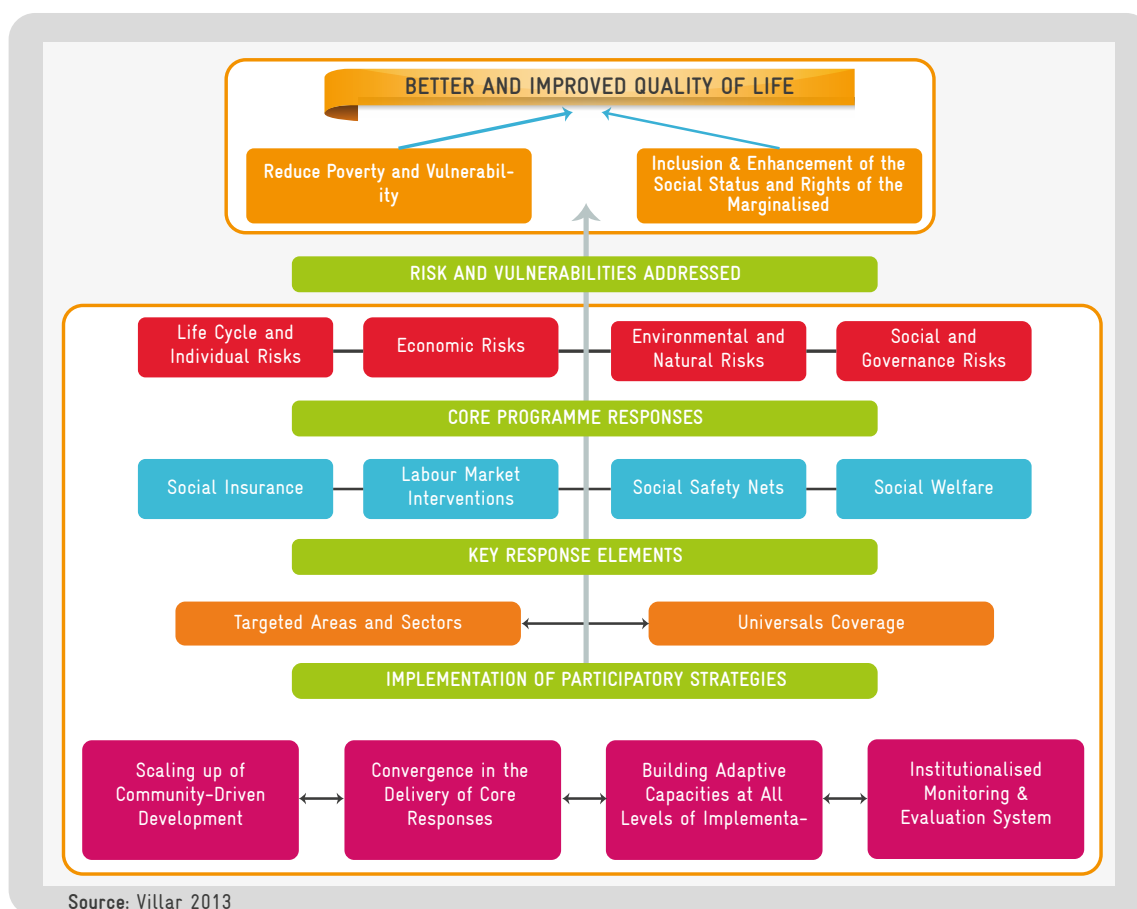
a territorial approach, recognising that effective provision of goods and services should focus on local economies and markets. It therefore places greater emphasis on the role of sub-national governments and other local stakeholders in organising and managing efficient development and social inclusion policies in general, and economic inclusion in particular (see sub-section IV.7. for territorial approach implemented by Peru).

¹¹ The new Peruvian government coming into office after the presidential elections in April 2016 will develop new priorities, and the role of MIDIS as well as its strategic approach towards poverty reduction and social inclusion is likely to be adapted accordingly during the months that follow.

II.3.5. The Philippines: Social Protection Operational Framework and Strategies

The social protection strategy and policies of the Philippines are articulated in the **Social Protection Operational Framework**, which was developed in a participatory manner and approved and adopted by the Social Development Committee (SDC) of the National Economic and Development Authority (NEDA) in 2012¹². The overall framework for social protection interventions and policies employs two strategies: (i) reducing poverty

and vulnerability; and (ii) improving inclusion and enhancement of the social status and rights of the marginalised. It also specifies the various risks to be addressed and the four components of social protection programmes to be implemented, i.e. social insurance, labour market interventions, social safety nets, and social welfare.



Source: Villar 2013

Figure 5. Social Protection Operational Framework and Strategies of the Philippines

12 NEDA is the country's social and economic development planning and policy coordinating body. NEDA-SDC is one of the seven cabinet-level interagency committees assisting NEDA to perform its social development functions. The NEDA-SDC committee is composed of the Secretary of Labor and Employment, as chairman; the Director-General of the NEDA Secretariat as co-chairman; and the Executive Secretary, and the Secretaries of Education, Culture and Sports, Health, Interior and Local Government, Agrarian Reform, Agriculture, Social Welfare and Development, and Budget and Management, as members.

The DSWD, which is also chairing the Sub-Committee on Social Protection (SCSP) under the NEDA-SDC, is the leading agency for the operationalisation of the framework. The identified actions under the social protection framework and strategy are, among others: the nation's flagship CCT programme Pantawid Pamilya Pilipino Programme (4Ps) and two productive inclusion measures, the Community-Driven Development (CDD) projects and the Sustainable Livelihood Programme (SLP). The CDD projects provide funding for community-driven infrastructure projects and the SLP aims at the economic development of poor families – especially those already benefiting from the 4Ps.

DSWD is also paying special attention to the convergence of programmes aimed at poverty reduction as a means to increase their impacts. Internal convergence within DSWD ensures holistic and full mobilisation of the agency's

resource, particularly in the implementation of its core social protection programmes outlined above. Furthermore, DSWD is also promoting external convergence by complementing DSWD's resources in a collaborative engagement with various other public and private sector entities. This convergence strategy also lies at the heart of DSWD's efforts towards productive inclusion. One of the defining features of this approach is undoubtedly its very explicit cooperation with the private sector (see subsection IV.4. on market-driven entrepreneurial support). Thereby, one specific measure is to incentivise the private sector to hire beneficiaries of the CCT programme 4Ps through the SLP (see sub-section IV.3. on labour market insertion). Another innovative feature of the approach adopted by the Philippines is the community-based intervention, implemented mainly through CDD projects (see sub-section IV.5.).

III. Institutional arrangements to promote the link between social protection and productive inclusion measures

Due to the nature of their design, CCT programmes themselves are fundamentally inter-sectoral. The implementation of their co-responsibility dimensions – typically health and education – requires close coordination between the national government agency leading CCT implementation – typically the ministry of social development or its equivalent – and the relevant sectoral ministries. By linking social protection programmes with productive inclusion interventions, various additional sectors such as labour and employment, agricultural and rural development, and financial inclusion become interlinked, and therefore the need for horizontal or inter-sectoral cooperation and coordination increases.

Successful implementation of such comprehensive social protection systems thus requires efficient institutional arrangements among a variety of public and non-public institutions, agencies, and entities from different sectors and administrative levels. The specific coordination mechanism to oversee the implementation of the social protection framework of each country varies, though all face common challenges.

Historically, ministries responsible for employment and social protection policies have implemented their programmes with a high degree of specialisation and autonomy, and thus with little inter-institutional coordination (OAS, ECLAC and ILO 2010). Initiatives that seek to integrate non-contributory social protection with employment generation through inter-ministerial interventions lead to important institutional challenges rising from

their specific characteristics and management models. Further horizontal coordination with other ministries is possibly required, e.g. with ministries of rural and urban development, agriculture, and cooperative and micro-lending, adding further complexity to the arrangement. Finally, since the effectiveness of labour market policies and interventions is affected by macroeconomic context and the degree of formality of the national labour market (Ernst and Berg 2009), and the financial sustainability of social transfer schemes like CCT largely depends on redistribution policies, further policy coordination with the ministries of economy and finance is also necessary.

Horizontal coordination of relevant public agencies and institutions also intersects with a vertical or intergovernmental coordination of the different administrative levels across states and departments. Coordination among these agencies is required for high quality provision of integrated social protection programmes and services in a timely manner. It is in the best interest of service providers at the local level to empower them with the managerial flexibility they need to implement approaches that link social protection with productive inclusion measures, since they are the best placed to identify local conditions, e.g. local labour market needs or demand for certain products at local markets. Successful implementation at the local level also relies heavily on the political will and capacity of sub-national governments. Therefore, for countries with a high degree of decentralisation, this would also require policy coordination with the interior ministry to support the implementation

of a framework and regulations that enhance the willingness and institutional capacities of local governments to actively participate and contribute to these approaches.

The caveat is: the wider the scope of the approach to link social protection and productive inclusion, the greater the number of stakeholders involved and the more complex decision-making and coordination processes become. Figure 6 gives an overview of government agencies and ministries that could potentially be

involved in the design and implementation of linking productive inclusion measures with CCT programmes, including agencies responsible for: (i) social protection policies, which aim to provide a basic level of economic and social welfare to all parts of society; (ii) other sectoral policies focusing on the provision of social services that aim to enhance human development; and (iii) social promotion policies focusing on capacity-building of the target population to encourage self-reliance and improve their income generation ability¹³.

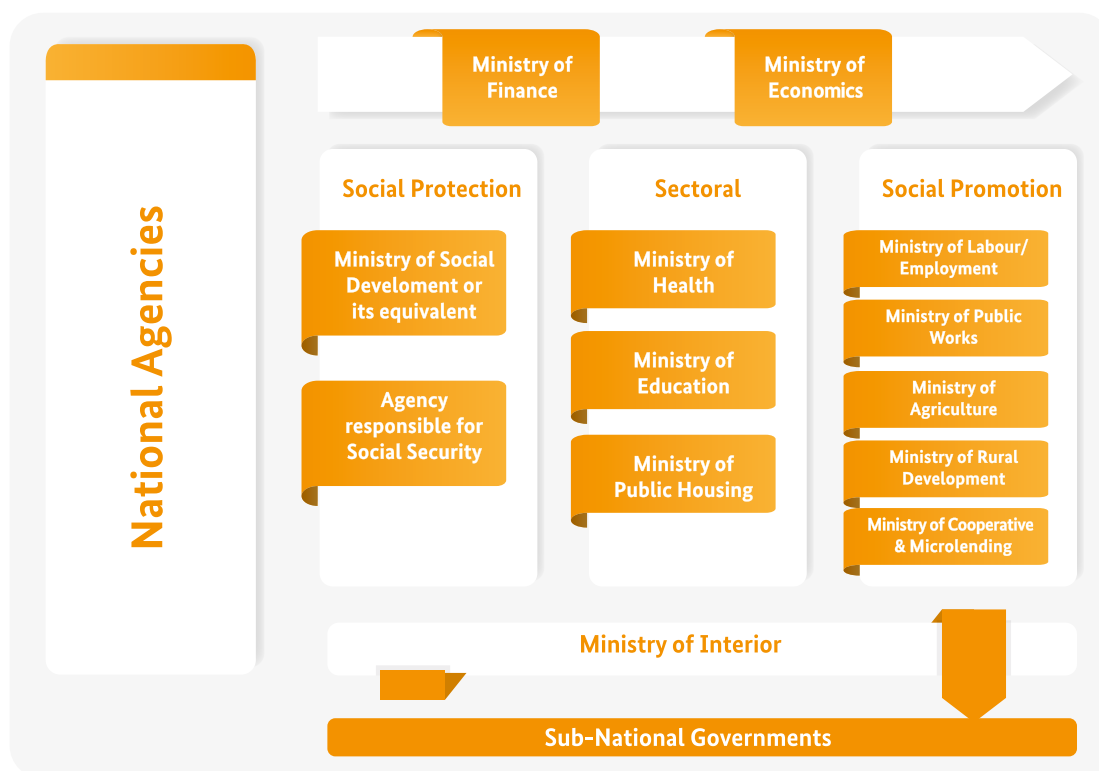


Figure 6. Public entities at different levels of governments involved in delivering integrated social protection programmes linked to productive inclusion measures (author’s elaboration)



III.1. Models to improve inter-sectoral coordination

A high-level coordination mechanism is required to establish a framework and strategic directions for the necessary inter-ministerial coordination when linking social protection programmes with productive inclusion. It is essential to establish a structure that brings together the various ministries and institutions responsible for different programme aspects– a body that has the

authority to prioritise, coordinate, allocate resources, control, and evaluate whilst promoting policy coordination among different sectors (OAS, ECLAC and ILO 2010). This coordinating body should be capable of leading the broad macro-social policy and coordinating the ministry responsible for social protection with the education, health, and housing ministries.

13 This report refers to three categories of social policies as mentioned by Cecchini and Martínez (2012).



It should also coordinate the social promotion policies of the labour ministry, in close relationship with the fiscal and economic policies of the ministry of finance and economy. Three models (OAS, ECLAC and ILO 2010) that demonstrate how such a coordination mechanism could be realised can be observed in the participating countries of the workshop:

Model 1: The coordination role is centralised in one ministry.

In the first model, the coordination mechanism is established within a coordinating ministry – usually one that is directly related to social development. This coordinating ministry is then responsible for the planning, monitoring, and implementation of social development policies, particularly those linking social protection with productive inclusion programmes. Typically it has the authority to summon other relevant entities to participate in the implementation of the strategy.

The MIDIS, Peru exemplifies this model of coordination mechanism. MIDIS, created in 2011, is responsible for formulating, planning, implementing, evaluating and monitoring the national and sectoral policies on social development and inclusion. Five national programmes are under the supervision of MIDIS, including the CCT programme Juntos and FONCODES, the programme that finances projects that promote the development of productive capacities and rural entrepreneurship with the aim of increasing autonomous incomes of rural households. MIDIS works in close coordination with many ministries in charge of social issues, such as the Ministry of Health, Education, and Women and Vulnerable Populations.

In the case of Chile, a specific institution was created within the MDS (Farias 2012) – the Executive Secretary of Social Protection – to horizontally coordinate the social protection strategies and actions across various ministries, including the Ministry of Health, Ministry of Education, Ministry of Housing and Urban Planning,

and Ministry of Employment and Social Security. The Chilean interagency mechanism showcases an international good practice for an efficient implementation arrangement for the social protection system. It has succeeded at lowering the operating costs of social protection schemes through resource sharing, and at improving the overall provision of social protection schemes, in particular the provision of cash transfer schemes and productive inclusion measures.

Model 2: Inter-sectoral coordination is accomplished through the establishment of a coordinating committee.

In the second model, the government decides to establish a coordinating committee – alternatively a supra-sectoral ministry – as the authority in the field of social development, with responsibility for linking social protection with productive inclusion. Ministries and agencies that are part of the committee collaborate in an effort to achieve the goals that are often set out within a national strategy.

Mexico's horizontal and vertical coordinating committees exemplify this model (Lopez 2011): (i) the Inter-ministerial Commission for Social Development, which is a horizontal coordination mechanism and composed of 14 federal agencies, chaired by SEDESOL to guide social policy development; (ii) the National Social Development Committee, which is a vertical coordination mechanism consisting of representatives from the federal government, state governments, municipal governments, and representatives of the Chamber of Deputies and Senators.

Another example of this coordination mechanism is the Philippines' SCSP under the NEDA-SDC. The SCSP is an interagency mechanism, which was created to operationalise actions under the overall social protection framework and strategies (see Figure 5). This coordinating body is chaired by the DSWD under-secretary for policy and programmes.



Model 3: Coordination is achieved through the establishment of a social cabinet.

In the third model, a social cabinet – a collegiate social entity – is established at the highest level of political and administrative leadership, consisting of ministers in the social sectors and some executives of the public agencies involved. It is frequently subordinated to the President or Vice President of the country and normally operates as a forum to set the social agenda and approve guidelines, making policy coordination possible. Because of their proximity to the leadership of the government, these types of committees often have a stronger coordination power than they would otherwise have.

An example of this coordination model can be found in **Indonesia**: the coordination forum for national joint

actions to alleviate poverty, the so-called National Team for the Acceleration of Poverty Reduction (Tim Nasional Percepatan Penanggulangan Kemiskinan, TNP2K)¹⁴. It is accountable and subordinate to the office of the Republic’s President, and is chaired by the Vice President. The Coordinating Minister for Human Development and Cultural Affairs, the Coordinating Minister for Economic Affairs, and the Coordinating Minister for Maritime Affairs serve as deputy chairmen. In addition, a total of 13 ministries are member of TNP2K. To carry out the duties assigned – e.g. preparing policy and programme proposals, conducting monitoring and evaluation, and providing analyses – TNP2K is assisted by a technical secretariat chaired by the executive secretary. The structure of TNP2K is outlined in Figure 7 below:

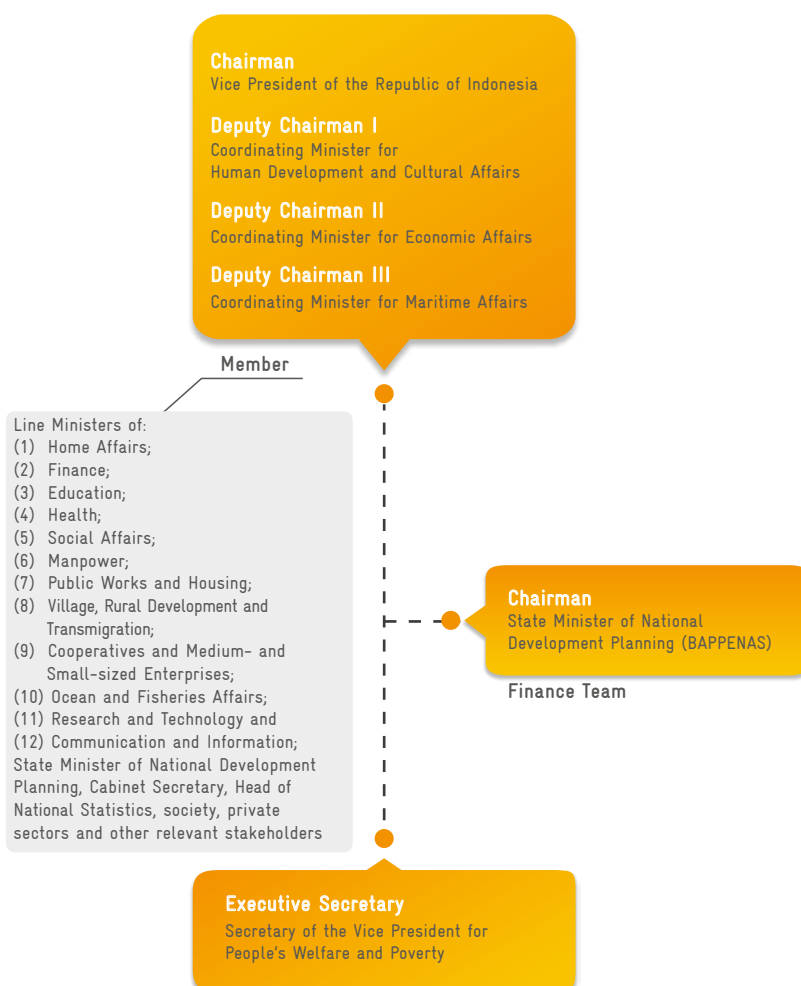


Figure 7. The Structure of TNP2K (author’s elaboration, based on the TNP2K organisational structure shown on their website)

¹⁴ It is worth mentioning that the Ministry of Agriculture is not part of the coordination committee for poverty alleviation TNP2K and that Indonesia has approximately 31 social protection programmes, which are implemented in a fragmented manner by the Ministry of Social Affairs and other line ministries.

Experience has shown that, unless there is a technical secretariat that prepares the reference material and provides the necessary analyses, this type of social cabinet is unlikely to operate successfully (OAS, ECLAC and ILO 2010).

A national council for social policy coordination is an offshoot of the social cabinet model. Aside from representatives from ministries and public agencies, it also includes civil society representatives, thus opening a much broader space for consultation and agreement on social policies. In open and democratic societies, this approach gains importance as a conduit for dialogue between citizens and government, and contributes to the increased legitimacy of governmental action. The Advisory Council on Social Development of Mexico, chaired by

SEDESOL, is an example of this approach. It serves to involve stakeholders from academia, businesses, and civil society in social development policies.

Despite the existing inter-institutional coordination efforts in various countries, challenges remain, particularly in the potential duplication of work and the preservation of sector segmentation logics. This reinforces the idea that without political support and cooperation, any inter-sectoral actions, particularly related to innovations in articulating social protection and employment policies, will become ineffective.

A summary of institutional arrangements of the flagship CCT programmes of the five countries can be found in Annex C.

III.2. Enabling factors and instruments to promote inter-sectoral and intergovernmental coordination

The following section briefly describes enabling factors and potential instruments that could be applied to further improve inter-sectoral coordination and cooperation to better link social protection and productive inclusion

measures. Additionally, good practices from the participating countries of the workshop that exemplify these approaches are described.

III.2.1. Leadership and political will

Leadership – if possible from the head of the government – and political will play an important role in the effectiveness of many coordination mechanisms. Strong leadership and political will are two of the most important conditions to enable successfully managing tensions, mediating conflicts, and bringing about significant changes, e.g. the creation of new institutions or restructuring of existing ones.

The importance of effective leadership and political will as the underlying drivers of social policy reforms and policy coordination is exemplified by Peru. After his inauguration in 2011, the President of Peru created the Ministry of Social Inclusion and Development (MIDIS).

Since then, MIDIS has been responsible for guiding social policy: formulating, designing, coordinating, implementing, and leading national and sectoral policies in the area of development and social inclusion, comprising an array of targeted actions to reduce poverty, inequality, vulnerability and social risks (see next page in Figure 8 for an overview of the programmes currently coordinated by MIDIS). With the creation of a new ministry specifically targeting at the needs of the poor and most vulnerable population groups, the government has increasingly prioritised its national social development and inclusion policies.

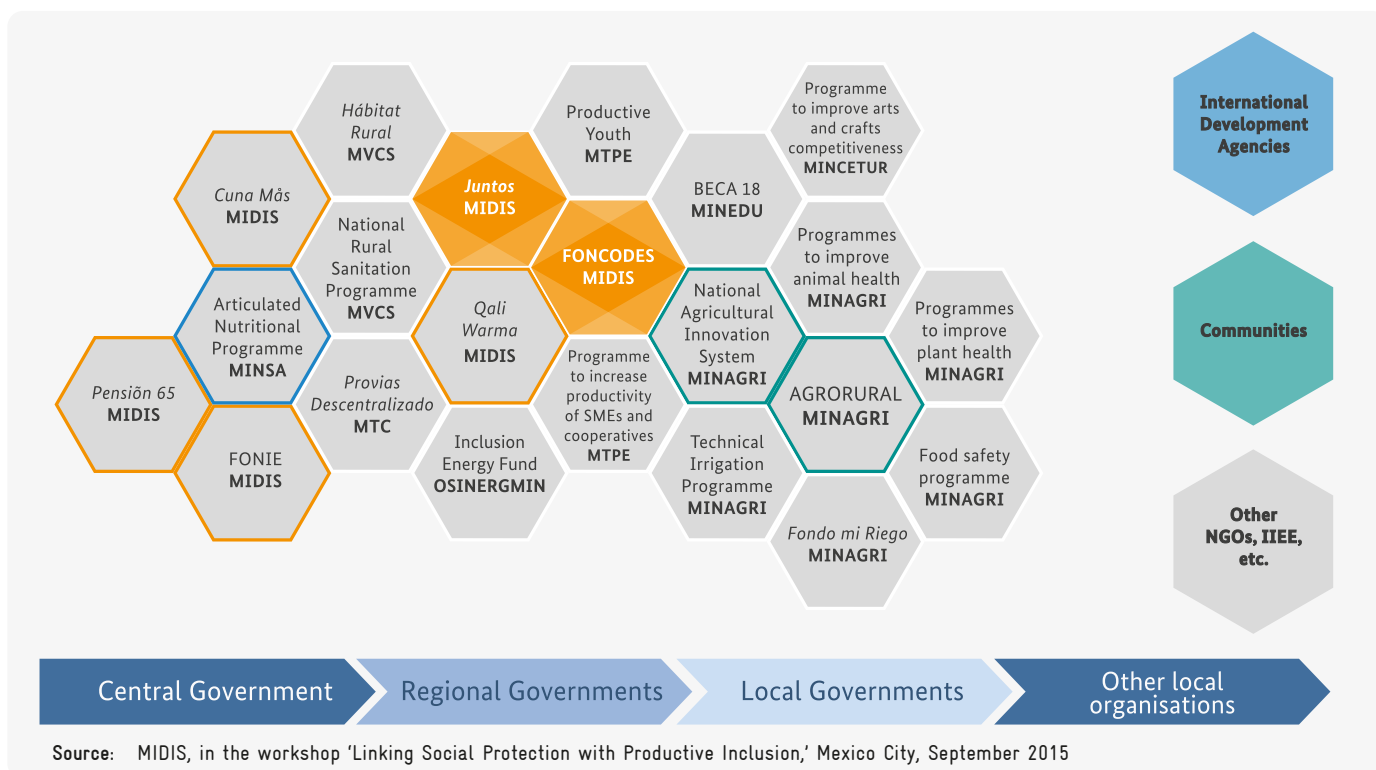


Figure 8. Peruvian national and sectoral policies in development and social inclusion

III.2.2. Legal framework for clear roles and responsibilities

A legal framework providing guidance on actions across sectors is required to develop and implement social policies and programmes within each sectoral authority. Such a framework has already been implemented by many countries during the last several years, as social protection policies have become more complex and interlinked with other policy fields. A legal framework also provides clarification of the roles and responsibilities of the different stakeholders involved.

An example of a comprehensive legal framework can be found in Mexico (Lopez 2011). The **Mexican General Law of Social Development** (Ley General de Desarrollo Social, LGDS) lays the foundation for the country's social development policy and clearly outlines the National System for Social Development. The National System for Social Development serves as a coordination mechanism for different stakeholders from the public, social, and private sectors: (i) The Social Cabinet is an entity at the federal

government level subordinated to the President of the Republic. The roles and responsibilities of the Social Cabinet are to examine, review, and monitor measures related to programmes in the social sector. (ii) The Inter-ministerial Commission for Social Development is the inter-sectoral coordination mechanism at the federal level and is composed of 14 federal agencies chaired by SEDESOL. It serves to guide social policy development. (iii) The National Social Development Committee is a vertical coordination mechanism between federal and sub-national levels and consists of representatives of the Federal Government, state and municipal governments, and representatives of the Chamber of Deputies and Senators. (iv) The Advisory Council on Social Development is an entity chaired by SEDESOL that serves to involve academics, businesses, and civil society in policy design and programme implementation.

III.2.3. Jointly used Management Information Systems (MIS) and registration systems

Countries have developed Management Information Systems (MIS) of varying complexity and sophistication for their social protection programmes. Social registries and/or beneficiary registries are among the most commonly used tools to support the administration and management of social protection systems. From the perspective of service delivery, shared information systems and universal eligibility are two conditions that can foster interagency coordination.

An example of how an integrated social registry can promote interagency and intergovernmental coordination is Listahanan, the Philippines' **National Household Targeting System for Poverty Reduction (NHTS-PR)**. It is a unified national system targeting poor households, which was created in 2007 and covers about 11 million households (almost 60 per cent of Filipino households) (Fernandez 2012). It is now used to target various social programmes implemented by 44 national agencies, including the flagship CCT programme Pantawid Pamilya (4Ps), subsidised health insurance, and social pension programmes. The system is also used by the Sustainable Livelihood Programme (SLP) to match individuals' characteristics (i.e. educational, occupational, and skills background)

with local labour opportunities. Data are shared across ministries. It is also used by more than 1,069 Local Government Units (LGUs).

In Mexico, CNP (Coordinación Nacional Prospera), which is the national coordinating board for Mexico's flagship CCT programme, established an innovative beneficiary database called the **Productive Capabilities Identification Form** to ensure effective cooperation between PROSPERA and other social programmes (PROSPERA 2015). It is used to identify beneficiaries with productive potential based on socioeconomic information collected during the beneficiaries' enrolment and recertification in PROSPERA. Potential candidates will be identified from the pool of PROSPERA beneficiaries for each programme, which in turn will contribute to the planning and designing of an evaluation strategy as well as targeted interventions according to the households' characteristics. A follow-up system is also underway; this tool will provide information on the state of beneficiaries' productive and labour inclusion status to identify the areas where coordination with other programmes is needed to increase households' capabilities to undertake productive projects.

III.2.4. Jointly used monitoring and evaluation (M&E) systems

A key factor behind good performance is having a results-based management system whereby the operational and local units can be held accountable for their performance. Furthermore, a strong system of monitoring and evaluation is required to promote coordination, particularly in a decentralised system with a distribution of power and functions across different levels of government.

Mexico established the National Council for the Evaluation of Social Development Policy (CONEVAL) to assist with the cross-sectoral coordination of the social development policy and programmes implemented by the federal government. Its main functions are measuring national results in poverty reduction and coordinating the evaluation of social programmes by the federal government.

CONEVAL is the cornerstone of the monitoring and evaluation (M&E) system in the social sector of Mexico. It coordinates cross-sectoral evaluation activities, sets out standards and methodologies for the evaluation of social programmes, and provides technical assistance to ministries and agencies such as the Secretariat of Housing and the Secretariat of Public Administration, and other line ministries (Castro, et al. 2009). It also undertakes or manages specific evaluation efforts and advises national entities and sub-national governments on the implementation of their M&E systems. One distinctive feature of CONEVAL is the integration of social programme evaluation and poverty measurement functions under the authority of one Executive Secretariat.

IV. Country examples of how to apply the link between social protection and productive inclusion in practice

In practice, there are many strategies to interlink social protection and productive inclusion. Countries have designed, piloted, and rolled out different approaches to provide CCT beneficiaries with access to employment opportunities during the last several years. In many countries, various approaches are implemented and tested at the same time, usually targeted at different geographical areas (e.g. rural and urban areas) or target populations (e.g. women, youth, etc.).

The degree of integration of productive inclusion components into CCT programmes varies from country to country. Generally three different approaches can be distinguished:

- **New productive inclusion programmes are created for beneficiaries whose profiles match the characteristics of those who participate in CCT programmes.**

An example of this is found in the Philippines, where the Sustainable Livelihood Programme (SLP) was created with the objective of providing CCT programme Pantawid Pamilya beneficiaries with access to productive opportunities, such as self-employment or formal jobs. Another example is the creation of the Peruvian My Entrepreneurial Farm Haku Wiñay, which was piloted and designed for beneficiaries of the CCT programme Juntos.

- **CCT beneficiaries are referred and connected to existing programmes in the field of labour and employment.**

Examples are the Chilean Inter-sectoral Social Protection System, which offers CCT beneficiaries access to a series of programmes operated by different government and non-government agencies, as well as the efforts of the Indonesian government to better link the CCT Program Keluarga Harapan (PKH) beneficiaries to the micro-credit programme KUBE.

- **Employment components are directly integrated into the package of benefits provided by the CCTs, and the recipients may be the entire target population or certain specific population categories.**

An example of this is the addition of productive inclusion dimensions into the Mexican social inclusion programme PROSPERA. Through inter-institutional coordination, efforts are oriented toward relatively short-term objectives, e.g. improving the employability and income generation capacity of the programme's beneficiaries¹⁶. Another example of how productive inclusion components become an integral part of the programme is the Chilean Seguridades y Oportunidades programme and its socio-labour support component (see sub-section IV.1.).

¹⁶ To the extent that these actions tend to increase the programmes' complexity and to burden them with interventions, which are not always within the scope of the ministries where they are located, the sectoral articulation may encounter greater difficulties.

Productive inclusion interventions designed and implemented for beneficiaries of CCT programmes can generally be classified under the two categories of active labour market policies¹⁷: (i) labour supply instruments, such as job training, entrepreneurial supports, and remedial primary and secondary education; and (ii) labour demand instruments, such as direct or indirect job generation, employment incentives, employment and labour intermediation services, and promotion of self-employment and micro-businesses.

The subsequent section will briefly describe particularly innovative approaches to linking social protection measures with productive inclusion approaches in practice, with various examples from the participating countries. Details of the general characteristics of the links between CCTs and productive inclusion measures of the five countries can be found in Annex D.

IV.1. Employment dimension of co-responsibilities

An increasing number of countries are integrating an employment dimension into the co-responsibilities of their CCT programmes. In other words, in order to receive regular transfers, beneficiaries are required to participate in measures focusing on productive and labour market inclusion¹⁸. This is particularly the case in countries with sufficient administrative capacity and existing job intermediation and training services. In countries where public employment services are not available, their role may be partially substituted with the use of social workers and social promoters.

Income and employment dimensions are an integral part of the Inter-sectoral Social Protection System in Chile¹⁹. The socio-labour support component of Chile's Familia pro-

gramme lasts for 24 months. During this time, a professional case worker is assigned to the beneficiary family to work together with family members who are of productive age and able to work, to develop a so-called 'labour plan.' Labour plans are customised to each beneficiary according to their potential, employment objectives, and circumstances. Case workers also support and advise beneficiaries during the implementation phase of their labour plans. Finally, during the final phase of the socio-labour support component, the beneficiary and the case worker work together to review the former's accomplishments, and identify new skills and capacities acquired and developed during their participation in the programme.

IV.2. Involvement of non-public stakeholders

The cross-sectoral nature of productive inclusion interventions is also reflected in the importance of non-public stakeholders in creating conditions to empower and improve the productive capacities of the poor, particularly the beneficiaries of social protection programmes. Non-public stakeholders referred to here are researchers and academia, employers, and other

stakeholders from private sectors, civil society, NGOs, and non-beneficiary individual actors that directly and indirectly have positive impact on the interventions and/or beneficiaries.

Because over 50 per cent of employment in the country is generated by micro and small enterprises (OECD 2015),

17 Active Labour Market Policies (ALMP) can be defined as public policies and publicly-funded interventions, which are designed and implemented to improve employment opportunities and to correct any labour market imbalances (ECLAC/ILO 2014).

18 These co-responsibilities usually only apply for individuals from beneficiary families who are of productive age and able to work.

19 Other dimensions are: identification card, health, education, family dynamics, and housing.

Federal and state governments in Mexico make the promotion of this sector a high priority nationwide. One particularly innovative approach is the establishment of private, non-governmental intermediaries that can provide technical assistance, including creating links between higher education institutions and different levels of governments to better serve micro and small businesses.

The involvement of academia and stakeholders from social and private sectors in Mexico's Productive Options programme has proven to be a particularly innovative approach in the assessment of proposals and provision of technical assistance during each project's design and implementation phases.

Note: Beneficiary empowerment through active participation is exemplified by vocales, beneficiaries who represent the beneficiary community of the CCT programme. These vocales are a key feature of Mexico's PROSPERA. They take an active role in the compliance, verification and grievance-handling processes, and serve as a link between the beneficiary community and the programme's officials. Vocales are elected by their communities, with each vocale representing 25 beneficiaries on a voluntary basis. During the field trip to the State of Mexico, most of the workshop participants were particularly interested to learn more about this model of beneficiary empowerment and soft-skills development.

IV.3. Labour market insertion

In emerging economies, the informal and/or self-employment sector can exceed 50 per cent of total employment (Juettling and Laiglesia 2009), with a concentration of poor and disadvantaged workers in this sector, particularly in rural areas. This circumstance shapes a different approach to labour market insertion measures in emerging economies of Latin America and Asia. Key challenges of labour market insertion programmes are: (i) changing the mind-set and improving soft skills of the beneficiaries; (ii) incentivising the private sector to hire the target group; and (iii) designing a training programme that will enhance beneficiaries' skills and ensure their sustainable employability.

An example of a labour-market inclusion intervention is the **Employment Facilitation Track of the Sustainable Livelihood Programme (SLP)** in the Philippines, which consists of occupational guidance, technical skills training, and job referral or placement. This track is implemented by the DSWD in partnership with other national government agencies, NGOs, and other private sector actors.

An impact evaluation of the programme revealed that the majority of the beneficiaries are employed in infrastructure projects of the Department of Public Works and Housing (DPWH). Other sources of employment are other government agencies (DENR, DA, DOT, DOLE, LGUs, and TESDA), whereas the private sector accounts for almost 45 percent of the employment generation for participants in the programme (Ballesteros 2016).

Successful implementation of interventions to facilitate CCT beneficiaries' insertion into the formal labour market depends on different elements, particularly: (i) Public-Private Partnership (PPP); (ii) a one-stop shop for job intermediation services at local level; and (iii) adoption of a more decentralised approach that relies on active local governments.

The importance of partnerships with the private sector is best exemplified by **demand-driven technical and vocational education and training programmes**, which emphasise the direct engagement of private employers, private training.

institutions and other key social partners in the development of both classroom and on-the-job training programmes. This type of training format seems to be more effective, as the acquired skills have a higher likelihood of matching private sector labour demand. In addition, encouraging a market for programme provision

has been generally associated with lower pressure on public budgets, greater cost effectiveness, and a wider array of services (Almeida, et al. 2012). Demand-driven training is prevalent in Latin American youth employment programmes, e.g. the Chile Joven programme.

IV.4. Market-driven entrepreneurial supports

A market-driven approach champions a more diversified strategy to generate incomes based on local opportunities, available assets, and the competitive advantages of the community (Lundy, et al. 2007). It aims to empower the beneficiaries with basic entrepreneurial skills that will enhance their ability to engage with markets in a more sustainable and stable manner. By taking a market approach, the end point of the entrepreneurial support interventions changes from a short-term physical goal – e.g. increasing the production of a farm family in a rural area – to a longer-term social goal in which beneficiaries possess skills that will enable them to mitigate shocks and risks. It usually begins with participatory processes to ensure the full involvement of the target population in this approach.

One of the productive inclusion programmes in the Philippines, the Microenterprise Development Track of the **Sustainable Livelihood Programme (SLP)**, exemplifies this approach. It adopts and promotes the **Local Economic Development (LED)** strategy and **Value Chain Production** approach for each community. The LED strategy involves a process whereby partners in public, business, and non-governmental sectors work collectively to create better conditions for local economic growth and employment generation. The Value Chain Production approach endeavours to create and develop value chains for its beneficiaries.

The goal is for community resources to be transformed into products and services and linked to local and national markets through extensive networks of partnerships in both the public and private sectors. Both approaches emphasise fostering strategic partnership between public and non-public stakeholders to achieve the main objective, i.e. productive inclusion of social protection beneficiaries.

A concrete example of the market-driven approach for self-employment supports in the Philippines is the Self-Employment Assistance Kaunlaran (SEA-K) Association of cashew farmers in Taytay municipality, Palawan. The LED strategy is realised through a convergence partnership between DSWD and the Department of Agriculture – Palawan Research and Extension Station, Department of Science and Technology, Department of Labor and Employment, Cooperative Development Authority, the Local Government of Taytay, and other public and private institutions. Since Palawan is a major tourist destination, efforts are made to link cashew production with the tourism value chain. For example: (i) a municipal decree was issued requiring tourist vehicles and other public transportation to visit community stores; (ii) cashew products are promoted during public and private functions; and (iii) the productive inclusion project is linked to various hotels, resorts, and other market outlets.

IV.5. Community-based intervention

The cultural context and existing values and mechanisms in the community are two additional factors that are important to consider in designing social policies and programmes such as productive inclusion. One such mechanism is community-based intervention, which utilises local resources and is designed to deliver tailored solutions according to the local context. This long-standing mechanism has shown resilience, adaptability and a degree of inclusiveness²⁰.

Community and mutual cooperation play a major role in the culture and society of Indonesia. Community-based productive development intervention is significant in the country's social protection system. The Joint-Microenterprises Programme (KUBE) is a productive inclusion programme implemented by the Ministry of Social Affairs (MoSA), designed to socially and economically empower groups of beneficiaries by providing them with monetary incentives and technical guidance to start up an economically productive microenterprise. One entrepreneurial group typically consists of 7 to 10 beneficiaries. In return, each group is expected to self-manage the budget and implementation of its enterprise. KUBE and the country's flagship CCT Program Keluarga Harapan (PKH) are linked by one of the KUBE targeting mecha-

nisms: KUBE is geared toward the beneficiaries of PKH who are in the transition or graduation phase (see footnote 8).

Like Indonesia, the Philippines also has a long history of community-driven initiatives, community empowerment, and participatory development. Community-Driven Development (CDD) approaches have been widely used in the Philippines to support Local Government Units (LGUs) to improve the delivery of basic services and to address poverty. The KALAH-CIDDS National Community Driven Development Programme (KC-NCDDP) trains communities and their local governments, both at the village and municipal levels, to choose, design, and implement public 'sub-projects' through a five-stage programme known as the KC Community Empowerment Activity Cycle. Studies have shown that the programme is effective in providing public infrastructure at lower unit costs than comparable public sector providers, in targeting the poorest villages in the poorest municipalities, and in responding to the will of the people by matching their demands with sub-project investments (Araral and Holmemo 2007). The KC-NCDDP seeks to improve its linkages with the national flagship CCT programme 4Ps and the SLP (see picture below):

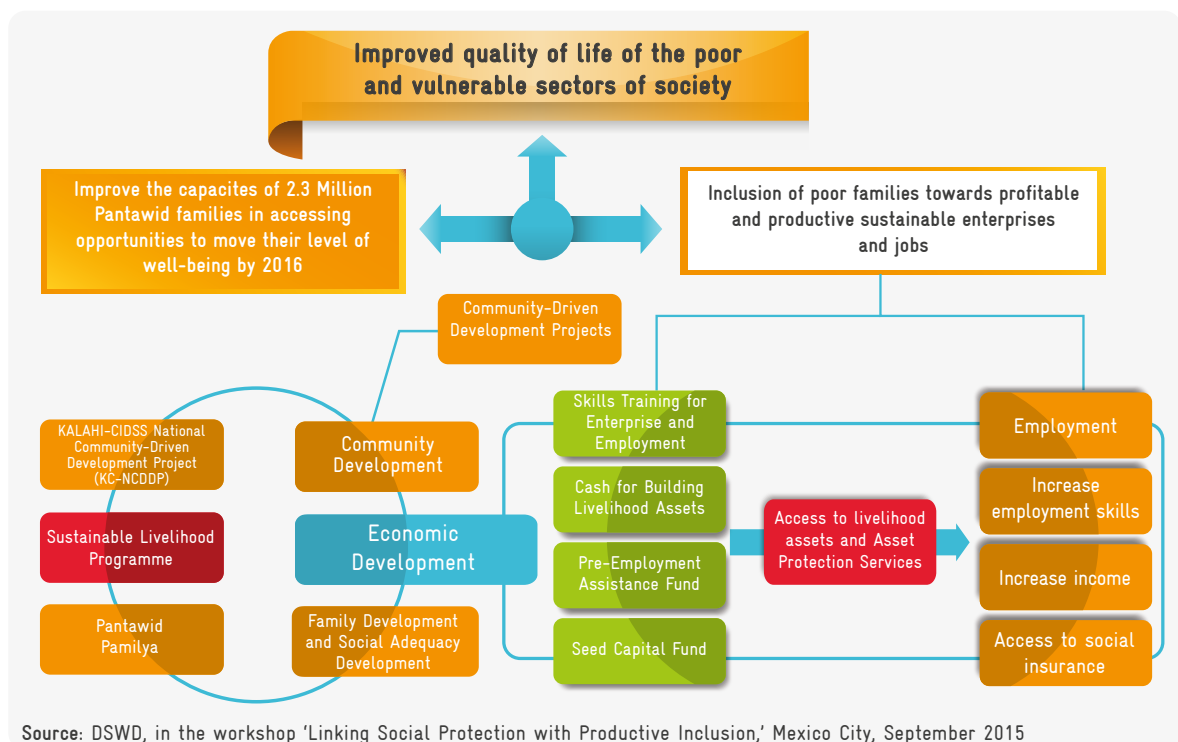


Figure 10. Linkages between social protection with productive inclusion measures in the Philippines

20 (De Coninck and Drani 2009)

IV.6. Financial inclusion

Providing CCT programme beneficiaries with financial services is another productive inclusion measure. Such interventions link beneficiaries with financial services and typically consist of: (i) providing beneficiaries with bank accounts²¹; (ii) improving financial literacy; and (iii) linking beneficiaries with microfinance services, particularly microcredit for microenterprise development. Not only does financial exclusion hinder people from investing in health, education, and income-generating activities, it also precludes them from managing income fluctuations and mitigating risks. Therefore, financial inclusion initiatives are designed and implemented with a specific goal of removing barriers for beneficiaries to access income-generating, productive employment opportunities. Another goal is to foster and encourage a mind-set of saving and accumulating assets in order to manage and mitigate risks.

The inclusion of the poor and vulnerable in the financial services system is a priority for Indonesia, where nearly 40 per cent of the poor (or 28 million people) are not covered by either formal or informal financial systems (National Strategy for Financial Inclusion Working Group 2012), due to the limited availability and accessibility of financial services. The Government of Indonesia launched

the **National Strategy for Financial Inclusion** in December 2010, which is implemented by several line ministries through various programmes. One of those programmes is implemented by MoSA through different payment mechanisms of the CCT programme PKH: (i) disbursement of cash transfers through the National Post Office; and (ii) e-money through the National Post Office and commercial banks. Interestingly, post offices are more evenly dispersed throughout Indonesia while bank branches tend to be concentrated in urban areas.

Additionally, starting in 2015, about a million households in Indonesia began receiving a set of electronic social security cards and a pre-activated SIM card linked to a savings account at Bank Mandiri for the **Prosperous Family Savings Programme** (Program Simpanan Keluarga Sejahtera, PSKS). The PSKS is a non-cash social transfer programme, with plans for disbursements to around 15.5 million poor families. (TNP2K 2014). The transfer value is around IDR 200k (or around USD 15.16²²) per family per month, in the form of funds deposited in a saving account on behalf of the beneficiary family. The government's emphasis on electronic distribution of social welfare schemes is expected to strengthen the financial inclusion landscape in Indonesia moving forward.

IV.7. Territorial approach

A 'territory' can be defined as a relatively homogeneous and integrated economy and socio-cultural identity, which forms its competitive advantage over other areas or regions.²³ The dynamics of territorial identity such as geographical features, and environmental, cultural, socioeconomic, and political dimensions, are different from each other and often unique to a particular regional spatial proximity. Furthermore, each territory has a set of physical, human, financial, institutional, and cultural resources that together make up its own asset profiles

and competitive advantages. If these specific sets of territorial identities and competitiveness are not systematically taken into account in social protection and economic development policy-making, the result could be a disconnect between: (i) decision-making processes at the central level and implementation at the local level; and (ii) the anticipated and actual outcomes of the policies and programmes. A territorial approach takes these differences into account and tailors policies and programmes to the specific needs and characteristics of each geographical area.

21 Bank accounts for low-income beneficiaries can be established through branchless banking channels, such as mobile phones, smart cards, or even deposit collectors who gather savings from beneficiaries.

22 Exchange rate as of September 15th, 2016

23 (Jankovic 2012)

Specifically in rural areas of emerging economies in Asia and Latin America, market constraints can be particularly binding due to low population density, low levels of public investments, often inadequate public infrastructure, and lesser availability of other production factors. Therefore, in efforts to integrate CCT beneficiaries into productive economic activities, it is vital to design a territory-based productive development intervention in rural areas. Such interventions rely heavily on improving two main elements: (i) the production patterns of the area, which should be shaped into a more dynamic market in a competitive and sustainable way; and (ii) the institutional arrangements, which should promote joint actions of the local agents, including changes in the regulatory framework required to promote the inclusion of the poor in economic activities. A rural territory in this approach is typically constituted of a small or medium sized urban nucleus and its agricultural hinterland²⁴.

One good practice in adopting such an approach is the Peruvian productive inclusion programme **Haku Wiñay**, also called **My Entrepreneurial Farm**, which is a demand-driven, rural enterprise development project designed and piloted by the Cooperation Fund for Social Development (FONCODES)²⁵. The cross-sectoral programme consists of a bundle of interventions, with heavy emphasis on productive and market-oriented objectives.

This initiative develops the capacity of rural entrepreneurs and households living in extreme poverty by expanding and diversifying income-generating activities and encouraging farmers to bring new products to market.

The programme has four components (Escobal and Ponce 2015):

1. Improve farming production systems by providing technical assistance to implement simple, low-cost technology innovations. FONCODES has identified 10 basic technologies that can be implemented and adapted to the local economic and cultural context (e.g. irrigation, organic fertiliser and improved stoves).
2. Develop and maintain healthy housing, such as safe kitchens, potable water, and solid waste management.
3. Promote 'inclusive rural businesses' and entrepreneurship by funding and organising grant competitions, and by helping those interested in participating to organise and prepare business plans to pursue those grants. (This component encourages participants to associate with others to approach local markets more efficiently).
4. Offer financial education, involving training and assistance to promote formal savings, especially among those who receive cash transfers from Juntos.

24 (de Janvry and Sadoulet 2007)

25 The Peruvian FONCODES was established in 1991 to invest in small infrastructure projects and capacity-building initiatives that would contribute to the growth of poor and marginalised regions. Under the new Ministry of Development and Social Inclusion (MIDIS), FONCODES has begun to work more closely with local governments to develop Public-Private Partnerships that create opportunities for economic growth.

V. Challenges and lessons learned

During this peer-to-peer learning format, several challenges were identified in linking social protection with productive inclusion measures. Such challenges are, among others: (i) the design, implementation, and ultimately impact evaluation of innovative policies and

programmes, e.g. the relatively new territorial-based approach; (ii) strategic partnership with non-public stakeholders; (iii) delivery of integrated programmes and the application of integrated targeting; and (iv) as elaborated in previous sections, coordination across sectors and government levels.

V.1. Innovative policies and programmes

Beneficiaries of social protection programmes such as CCT are heterogeneous in terms of their demographic characteristics and ethnicity, the geography and topology of their locations, and the obstacles they face in relation to the labour market.²⁶ These factors need to be taken into account in designing productive inclusion of the target group and planning a crosscutting response for different vulnerable groups. These factors need to be taken into account in designing productive inclusion of the target group and planning a crosscutting response for different vulnerable groups. Another aspect to consider is the application of a lifecycle-based approach or the longitudinal aspect of social protection programmes (OAS, ECLAC and ILO 2010). These two aspects from the demand side of linking social protection with productive inclusion measures necessitate innovations in policies and programmes.

One particular challenge in this respect is impact evaluation – in other words, ascertaining whether such innovation reaches its intended target and achieves its intended objectives.

Such innovations are exemplified by territorial-based rural development interventions, which are required in Peru to serve people in remote areas, particularly in the Amazon jungle and remote international border areas. The same approach is also employed by the Chilean FOSIS, which has designed a supply-side model to meet specific, territory-based demands of the labour market. In addition, the Philippines' DSWD emphasises the need for programmes that are more market-driven, resource-based, culturally- and gender-sensitive, and disaster-resilient, in order to facilitate better transition out of poverty for social protection beneficiaries.

²⁶ The obstacles include: lack of appropriate skills, lack of information, poor signalling, lack of working capital, and mobility restrictions.

V.2. Strategic partnership

Strategic partnerships among multiple stakeholders, especially with those from non-public sectors, can facilitate policy innovation by bringing different perspectives to the planning process. In terms of implementation and service provision, strategic partnerships with non-public stakeholders can also improve efficiencies. 'Non-public stakeholders' here refers to stakeholders from the private sector and academia, along with stakeholders from social sectors and civil society. The challenges in such partnerships are, among others: identifying and mapping relevant stakeholders, defining the extent of non-public involvement in public policy design and implementation, mobilising commitments, and incentivising and ensuring active participation by all stakeholders.

Involvement of the non-public sector as an integral part in linking social protection with productive inclusion is recognised by all countries that participated in the

'Linking Social Protection with Productive Inclusion' workshop. Peru, for example, prioritises the promotion of a culture of strategic partnership in developing productive activities, strengthening negotiation capacities, facilitating access to formal markets and enhancing small-scale producers' participation in markets. Furthermore, the Philippines also highlights the importance of active engagement by academia and technical experts, particularly in providing technical assistance and advocacy during the design and implementation phases of beneficiaries' productive development projects. In order to incentivise active involvement of non-public stakeholders, particularly those from the private sector, the Philippines deems it necessary to move forward with mapping labour market demands, including mapping the network of industries and companies, and sharing data on the employment competencies and skills profiles of the beneficiaries.

V.3. Integrated programmes and targeting

As mentioned previously, in light of the heterogeneity and lifecycle of beneficiaries that need to be considered in policy design and implementation, fragmented programmes and targeting would not be effective in achieving the productive inclusion of social protection beneficiaries, specifically poor and vulnerable groups.

The challenges in delivering such integrated programmes were highlighted by the delegation from the Philippines, where efforts are being consolidated in order to have greater impact on the target population. In addition, Peru deems it necessary to promote linkages between productive

development measures with other social programmes, not only CCT but other social welfare schemes as well, e.g. school feeding. On the other hand, integrated targeting is particularly challenging for Indonesia because not all line ministries use the national social registry Unified Database (Basis Data Terpadu, BDT) for their programme targeting. One of the solutions proposed by the delegation is a presidential decree to regulate the use of BDT for all line ministries' programmes on poverty alleviation, to link social protection with productive inclusion policies, and to standardise the Management Information System (MIS).

The importance of inter-sectoral and intergovernmental coordination, various coordination mechanism models, and challenges are elaborated in previous sections.

Indonesia, where the Ministry of Social Affairs (MoSA) is the agency in charge of implementing the country's flagship CCT PKH but does not have the authority to play a coordinating role for other line ministries, highlights the challenges of coordination mechanisms. Peru recognises

the importance of: (i) clear articulation of objectives, goals and indicators that foster better relationship between various social programmes; and (ii) development of management mechanisms and tools for effective financial resource allocation and thus creation of incentives schemes for inter-sectoral and intergovernmental coordination. Finally, in order to improve intergovernmental coordination, the next step for Chile is to give more autonomy to local governments and communities.

VI. Conclusions and way forward

With the adoption of the SDGs, which have as their first goal to 'end poverty in all forms', many partner countries of German Development Cooperation will need to intensify their efforts to further reduce poverty. Despite the effectiveness of social protection schemes such as CCT in assisting countries to bring down poverty rates, challenges remain daunting: one in five people in developing countries is still living in extreme poverty. Innovations in social protection policies and programmes are needed not only to lift people out of poverty, but also to ensure that they do not fall back into poverty once they exit the programme or when the next shock occurs.

One solution is to incorporate a strategy into the design of social protection system that promotes a sustainable and resilient exit out of poverty for the target population. In other words, policy makers and practitioners working in the field of social protection increasingly recognise the need to link social protection programmes with active inclusion of their beneficiaries into productive economic activities, i.e. productive inclusion measures. Considering the importance of this issue, the Global Alliances for Social Protection programme and SEDESOL of Mexico organised the global practitioners learning event on 'Linking Social Protection with Productive Inclusion' summarised in this workshop report.

As this report shows, some countries have developed a comprehensive social protection strategy while others have incorporated the social protection policy into a wider poverty reduction plan or the country development strategy, albeit without an explicit mechanism to link social protection and social promotion policies.

Therefore, mainstreaming social protection policies into sectoral, social promotion, and, to a certain extent, fiscal and macroeconomic policies is important. Consequently, clear articulation of and effective mechanisms for inter-sectoral and intergovernmental coordination is a high priority. Factors that could improve the coordination mechanisms are identified and exemplified by the countries represented during the workshop, ranging from the national political level to service delivery at the local level.

In practice, there are many means and measures to interlink social protection and productive inclusion, with varying degrees of integration. The five countries that participated in the workshop have all implemented innovative approaches to develop productive and income-generation capacities of their social protection beneficiaries: Chile focuses on the integration of the employment dimension in co-responsibilities of social protection programmes and utilises an integrated case management approach for service delivery; Indonesia and the Philippines harness their cultural potential by adopting community-based intervention and launching a national strategy for financial inclusion; Mexico champions active involvement of non-public stakeholders in the implementation of productive development projects; and the Philippines integrates entrepreneurial supports into each local value chain and promotes formal labour market insertion for its beneficiaries.

Finally, several challenges and issues that need to be elaborated further were also identified during the workshop: (i) the design, implementation, and ultimately impact evaluation of innovative policy and programme; (ii) development and incentivising strategic partnerships with non-public stakeholders; (iii) delivery of integrated programmes and the application of integrated targeting; and (iv) improvement of inter-sectoral and intergovernmental coordination of relevant public agencies.

South-south knowledge exchange, particularly in the peer-to-peer learning format supported by the programme Global Alliances for Social Protection, has the potential to play a major role in addressing these challenges. With hub offices in Asia, Latin America, and South Africa, it also enables the programme to ensure that the knowledge exchange is based on practical experiences and transferred across borders, and that the outcomes produced by dialogue are included in national follow-up processes.



Annex A

List of Participants

No.	Name	Function	Institution	Country
1.	Ester Fitrinika HW	Deputy Director for Social Welfare and Analysis	The National Development Planning Agency (BAPPENAS)	Indonesia
2.	Maliki PhD.	Director of Manpower and Employment Creation	The National Development Planning Agency (BAPPENAS)	Indonesia
3.	Dr M.O. Royani	Director of Social Security	The Ministry of Social Affairs (MoSA)	Indonesia
4.	Minda Brigoli	Regional Director, Field Office of Caraga	Department of Social Welfare and Development (DSWD)	The Philippines
5.	Wilma Naviamos	Regional Director, Field Office of Mimaropa	Department of Social Welfare and Development (DSWD)	The Philippines
6.	Pedro Ugalde	Professional, Methodology Unit of Family Support Programme	Solidarity and Social Investment Fund (FOSIS)	Chile
7.	Luz Urbina Herrera	Head of Unit, Generation of Economic Opportunities	Cooperation Fund for Social Development (FONCODES)	Peru
8.	Victor Raúl Pasco Ames	Planning Coordinator of Social Policy (Economic Inclusion sector)	Ministry of Development and Social Inclusion (MIDIS)	Peru
9.	Paulina Rodríguez	Advisor on International Affairs	PROSPERA, Social Inclusion Programme	Mexico
10.	Celestino Calderon Martínez	General Director of Coordination and Linkage	PROSPERA, Social Inclusion Programme	Mexico
11.	Manfred Roberto Celis Villareal	Director of Productivity	PROSPERA, Social Inclusion Programme	Mexico
12.	Aldo Pavón Segura	General Director of Productive Options Programme	Secretariat of Social Development (SEDESOL)	Mexico
13.	Karla Petersen O'Farill	Deputy General Director of Public Policies for Productivity	Secretariat of Finance and Public Credit (SHCP)	Mexico
14.	Sandra Lizeth Córdova Solis	Head of the Department of Strategic Planning and Audit of Foreign Trade	Secretariat of Finance and Public Credit (SHCP)	Mexico
15.	Juan Manuel López Arroyo	Head of Planning and International Relations Unit	Secretariat of Social Development (SEDESOL)	Mexico
16.	Blanca Lilia García López	Deputy General Director of International Affairs	Secretariat of Social Development (SEDESOL)	Mexico

No.	Name	Function	Institution	Country
17.	Iván González de Alba	Advisor to the Secretary	Secretariat of Social Development (SEDESOL)	Mexico
18.	Martha Graciela Salas Rivas	Deputy General Director of Institutional Linkage and Attention to Groups	Secretariat of Social Development (SEDESOL)	Mexico
19.	Angélica Valerdi Tagle	Coordinator of Agenda and International Broadcasting	Secretariat of Social Development (SEDESOL)	Mexico
20.	Daniela Morales Castilla	Coordinator of Agenda and International Broadcasting	Secretariat of Social Development (SEDESOL)	Mexico
21.	Pedro Jaimes Villarreal	Deputy Director of International Cooperation	Secretariat of Social Development (SEDESOL)	Mexico
22.	Victor Manuel Giorgana Mendoza	Deputy Director of International Affairs	Secretariat of Social Development (SEDESOL)	Mexico
23.	Rudolf Huber	Head of Cooperation Unit	Embassy of the Federal Republic of Germany	Mexico
24.	Susan Parker	Researcher	Centre for Economic Research and Teaching (CIDE)	Mexico
25.	Martina Bergthaller	Regional Coordinator for Asia – Global Alliances for Social Protection Programme	GIZ	Indonesia
26.	February Amelia Curry	Advisor for Asia – Global Alliances for Social Protection Programme	GIZ	Indonesia
27.	Liz Girón Peña	Advisor for Latin America – Global Alliances for Social Protection Programme	GIZ	Peru
28.	Helge Arends	Advisor	GIZ	Mexico
29.	Martina Heuser	Intern	GIZ	Mexico

Annex B

Workshop Agenda

Day 1: September 2nd, 2015

Time	Content	Speakers/Facilitator
30"	Registration	Martina Heuser
20"	Opening and welcoming remarks	<ul style="list-style-type: none"> • Rudolf Huber, GIZ • Iván González de Alba, SEDESOL • Blanca Lilia García López, SEDESOL
10"	Clarification of workshop objectives and expected outcomes/products	<ul style="list-style-type: none"> • Martina Bergthaller, GIZ • Liz Girón Peña, GIZ
15"	Introduction of participants	All participants
30"	Expert Overview	Susan Parker, CIDE
15"	Recap Lima workshop	Martina Bergthaller, GIZ
15"	COFFEE BREAK	
45"	Short country presentations <ul style="list-style-type: none"> • Indonesia (15") • The Philippines (15") • Peru (15") 	One speaker per country
60"	A deep dive: Experiences in linking social assistance and productive inclusion: <ul style="list-style-type: none"> • Chile (30") • Mexico (30") 	One speaker per country
75"	LUNCH BREAK	
120"	Work in two thematic round tables: <ul style="list-style-type: none"> • Delivering integrated social protection programmes with productive inclusion measures • Formal labour market insertion 	All participants
30"	COFFEE BREAK	
30"	Presentation of round table work and feedback from the participants of other countries	All participants
30"	Open dialogue on challenges and feedback/questions from each country	All participants
30"	<ul style="list-style-type: none"> • Field visit briefing • Logistical issues • Closing of first day 	One speaker per country

Day 2: September 3rd, 2015 – Field Visit

Time	Content	Speakers/Facilitator
120"	Journey to Capulmanca	
15"	Opening and welcoming remarks	Delegations from Productive Options programme (Opciones Productivas)
120"	Visiting and Q&A session with beneficiaries of Productive Options programme (greenhouse tomato farmers in Capulmanca)	All participants and beneficiaries
60"	LUNCH BREAK	
60"	Journey to the municipality Almoloya de Alquisiras, State of Mexico	
120"	Town hall session, Q&A with beneficiaries of PROSPERA in the municipality Almoloya de Alquisiras	All participants and beneficiaries
30"	COFFEE BREAK	
150"	Journey back to Mexico City	

Day 3: September 4th, 2015

Time	Content	Speakers/Facilitator
30"	Registration	Martina Heuser
30"	<ul style="list-style-type: none"> Recap day 1-2 Introduction to day 3 	<ul style="list-style-type: none"> Martina Bergthaller, GIZ February Amelia Curry, GIZ
75"	Field visit debriefing: <ul style="list-style-type: none"> Two representatives from the group (to be selected on the first day) will share their key lessons learnt from the field visit and the potential relevance for their respective countries Feedback from SEDESOL 	Two representatives from two different countries (not Mexico) Representative of SEDESOL
30"	COFFEE BREAK	
90"	Group work within country groups: <ul style="list-style-type: none"> Review the possible solutions for the country's challenges identified based on counselling from other participants (day 1) and Mexico's good practice and field trip (day 2) Develop strategy options 	All participants

Time	Content	Speakers/Facilitator
75"	LUNCH BREAK	
60"	Continuation of group work within country groups: • Develop a plan of measures	All participants
60"	Presentation of the strategy options and plan of measures (10" each country) Feedback from the other countries	All participants
30"	COFFEE BREAK	
30"	Way forward • Discussion of ideas for further global knowledge exchange	All participants
30"	Evaluation of the workshop	All participants

Annex C Institutional Arrangements of CCT Programmes in Five Workshop Participant Countries

	Chile	Indonesia	Mexico	Peru	The Philippines
Policy framework	Inter-sectoral Social Protection System	National Medium-Term Development Plan 2015 – 2019	Inclusion pillar (México Includyente) of the National Development Plan	National Strategy for Development and Social Inclusion	Social Protection Operational Framework and Strategies
Horizontal coordination at national level	Ministry of Social Development (MDS): Executive Secretary of Social Protection	TNP2K, which is co-chaired by the Coordinating Minister for Human Development and Cultural Affairs ²⁷	Inter-ministerial Commission for Social Development, chaired by Secretariat of Social Development (SEDESOL)	Ministry of Development and Social Inclusion (MIDIS)	Sub-Committee on Social Protection (SCSP) of the National Economic and Development Authority (NEDA) – Social Development Committee (SDC)
Vertical coordination between national and sub-national governments	Technical committee for social development at: <ul style="list-style-type: none"> • Regional level • Provincial level • Municipal level 	Regional Poverty Alleviation Coordinating Teams (Tim Koordinasi Penanggulangan Kemiskinan Daerah, TKPKD)	National Social Development Committee comprised of representatives from the Federal, state, and municipal governments, and the Chamber of Deputies and Senators	Regional Liaison Teams from MIDIS plan and collaborate together with Territorial Units of the Social Programmes ²⁸	Regional Development Council (RDC) which functions as the counterpart of the NEDA Board at the sub-national level

²⁷ See (COMDEC 2014) for further details on interagency coordination of social assistance programmes in Indonesia.

²⁸ The intergovernmental coordination mechanism is still under preliminary implementation as of 2014 (Scaling Up Nutrition (SUN) 2015).

	Chile	Indonesia	Mexico	Peru	The Philippines
Flagship social transfer programme	Seguridades y Oportunidades	Program Keluarga Harapan	PROSPERA	Juntos	Pantawid Pamilya Pilipino Programme
Implementation agency at national level	Solidarity and Social Investment Fund (FOSIS)	Ministry of Social Affairs (MoSA)	National Coordination of PROSPERA (CNP)	MIDIS	Department of Social Welfare and Development (DSWD)
Access point/service provision mechanism at local level	Family Intervention Units (UIFs) form a micro-network of psychosocial support	Integrated Referral and Service System (SLRT) (national roll-out phase)	N/A	N/A	N/A
Coordinated targeting	Social Protection Record (FPS), Registry of Social Information (RIS) ²⁹	National Socio-economic Household Survey, community meetings at local level, and planned dynamic data updating through SLRT	Single Socio-Economic Data Questionnaire (CUI) and Supplementary Questionnaire (CC)	Single Socio-Economic Questionnaire (FSU)	Family Income and Expenditure (FIES) and Labour Force Survey (LFS)
Integrated system of social information	Integrated Social Information System (SIIS), RIS	Unified Database (BDT)	Integrated Government Programme Registration System (SIIPP-G); Unique Population Registry Key (CURP)	Household Targeting System (SISFOH)	The National Household Targeting System for Poverty Reduction (NHTS-PR)

29 A new system, called Registro Social de Hogares, has been in place since beginning of 2016.

Annex D

Linkages between CCTs and the Productive Inclusion Programmes of Workshop Participant Countries

Chile: Seguridades y Oportunidades			
Responsible ministry	Ministry of Social Development (MDS)		
Component #1	Cash Transfer Schemes <ul style="list-style-type: none"> • Unconditional cash transfers (family basic allowance) for all persons and families living in extreme poverty • Conditional transfers for households in extreme poverty whose children have their medical check-ups updated and have regular school attendance • Conditional transfers awarded for achievements in school performance and women's labour insertion 		
Most recent budget ³⁰	USD 404,780,346		
Implementing agency	Ministry of Social Development (MDS)		
Component #2	Supports Component <ul style="list-style-type: none"> • Psycho-social support: aims at building the soft skills and capacities of beneficiaries to accomplish their social inclusion • Socio-labour support: aims at helping beneficiaries to improve their ability to create and generate income by enhancing their employability conditions, linking them to existing opportunities and removing the barriers that prevent them from accessing employment 		
Most recent budget ³¹	USD 39,892,426		
Implementing agency	Solidarity and Social Investment Fund (FOSIS)		
Component #3	Preferential access to benefits and social services including to productive development programmes		
Implementing agency	Coordinated by the Ministry of Social Development (MDS), implemented by relevant agencies (see below)		
Direct Budget Allocation		Interagency Agreements	
Programme	Implementing Agency	Programme	Implementing Agency
School feeding programme	National Board for Student Aid and Scholarships (JUNAEB) of the Ministry of Education (MINEDUC)	Labour Plan Support Programme (Apoyo a tu Plan Laboral)	FOSIS

30 Source: FOSIS, Presentation held during a meeting with the Ministry of Social Affairs (MoSA) in Indonesia, November 2015

31 Source: ibid

Programme	Implementing Agency	Programme	Implementing Agency
Early childhood development programme: combining parent education with child services	Foundation for Integrated Early Childhood Education (Fundación INTEGRA)	Programme to Support Microentrepreneurs (Yo Emprendo semilia)	FOSIS
JUNJI preschool programmes with preferential access to psycho-social support for beneficiary families	National Nursery School Board (JUNJI) and the Ministry of Education (MINEDUC)	Youth Employability Programme (Yo trabajo Jovenes)	FOSIS
	National Tourism Agency (SERNATUR)	Labour Market Readiness Programme (Yo trabajo)	FOSIS
Vocational training programme and labour intermediation services	National Service of Employment and Vocational Training (SENCE) and the Ministry of Labour and Social Security (MINTRAB)	Training and Education Programme (Programa de Formación y Capacitación)	National Forestry Corporation (CONAF), funded by the Ministry of Agriculture (MINAGRI)
Women's Skills Development Programme (Desarrollo de Competencias Laborales para las Mujeres)	Foundation for the Promotion and Development of Women (PRODEMU)	Social Services Programme (Servicios Sociales)	FOSIS
		Urban-Indigenous Microenterprise Programme (Programa Generación de Micro-Emprendimiento Indígena Urbano)	Indigenous Development Corporation (CONADI)
		Youth Employment Subsidy (Subsidio al Empleo Joven)	Ministry of Labour and Social Security (MINTRAB)

Indonesia		
Social Assistance Schemes		
Programme	Responsible Ministry/Office	Implementation Agency
Family Hope Programme (Program Keluarga Harapan, PKH)	Ministry of Social Affairs (MoSA)	Ministry of Social Affairs (MoSA)
Cash Transfers for Poor Students (Bantuan Siswa Miskin)	Ministry of Education	Ministry of Education
Subsidised Rice for the Poor (Beras untuk Keluarga Sejahtera)	Coordinating Ministry for Human Development and Cultural Affairs	National Coordination Team of RASKIN ³²
Temporary Unconditional Cash Transfer (Bantuan Langsung Masyarakat Tunai/Program Simpanan Keluarga Sejahtera, PSKS)	The office of the Vice President of the Republic of Indonesia	Ministry of Social Affairs (MoSA)

32 The National Coordination Team of RASKIN consists of: the Coordinating Ministry for Human Development and Cultural Affairs, Coordinating Ministry for Economics, Ministry of Interior, Ministry of Agriculture, Ministry of Finance, Ministry of Social Affairs, Ministry of National Development Planning (BAPPENAS), National Statistics Agency, Financial and Development Supervisory Agency (BPKP) and the State-Owned Logistics Agency (Coordinating Ministry for Human Development and Cultural Affairs 2014)

Programme	Responsible Ministry/Office	Implementation Agency
Social Assistance for Displaced Elderly (Asistensi Lanjut Usia Terlantar)	Ministry of Social Affairs (MoSA)	Ministry of Social Affairs (MoSA)
Social Assistance for People with Severe Disabilities (Asistensi Sosial Orang Penyandang Disabilitas Berat)	Ministry of Social Affairs (MoSA)	Ministry of Social Affairs (MoSA)
Child Social Services (Pelayanan Kesejahteraan Sosial Anak)	Ministry of Social Affairs (MoSA)	Ministry of Social Affairs (MoSA)
Child Labour Eradication Programme (Program Penghapusan Pekerja Anak-PKH)	Ministry of Manpower	Ministry of Manpower

Productive Inclusion Programme

Programme	Responsible Ministry	Implementation Agency
Kelompok Usaha Bersama (KUBE)	Ministry of Social Affairs (MoSA)	Ministry of Social Affairs (MoSA)
	Program Keluarga Harapan (PKH)	Kelompok Usaha Bersama (KUBE)
Operationalisation at local level ³³	Implementation Unit of Program Keluarga Harapan (Unit Pelaksana Program Keluarga Harapan) and social workers	Local government offices for social services (Dinas Sosial) and social workers
Most recent budget ³⁴	IDR 9.98 trillion (2016), the equivalent of USD 756 million ³⁵	N/A
Components	<ul style="list-style-type: none"> • Conditional cash transfer • Family Development Session: monthly training to promote sustainable behavioural changes 	<ul style="list-style-type: none"> • Business formation phase • Business development phase • Business partnership phase
Linking mechanism	One of KUBE's targeting mechanisms is geared toward the beneficiaries of PKH who are in the transition or graduation phase.	

Mexico: PROSPERA Social Inclusion Programme

Responsible ministry	Secretariat of Social Development (SEDESOL)		
Most recent budget	N/A		
Components	Human capital investment – conditional cash transfer <ol style="list-style-type: none"> 1. Education 2. Health 3. Nutrition 	Improvement of family welfare <ol style="list-style-type: none"> 1. Social security 2. Housing 3. Social inclusion 	Human capital investment consolidation <ol style="list-style-type: none"> 1. Financial inclusion 2. Productive development 3. Labour inclusion and job training 4. Higher education

³³ Program Keluarga Harapan is very much a centralised programme, with operationalisation at local level under the management of the Implementation Unit of Program Keluarga Harapan, which has a centralised administrative structure. On the other hand, Kelompok Usaha Bersama, as a community-based intervention, is a rather decentralised programme. The operationalisation at the local level is under the management of the local governments through their offices for social services.

³⁴ Source: (Office of the President of Indonesia 2016)

³⁵ Exchange rate as of September 15th, 2016

Human Capital Investment Consolidation

Implementation agency	National Coordination of PROSPERA (CNP)		
Sub-components	Programme	Linking mechanism	Implementation partner agency
Financial Inclusion providing access to financial education programmes and financial services	Integral Programme for Financial Inclusion (Programa Integral de Inclusión Financiera)	Preferential access	National Savings and Financial Services Bank (BANSEFI)
Productive inclusion promoting access to Federal institutional offerings of productive development and income generation programmes	Productive Options Programme (POP)	POP works directly with PROSPERA to reach its beneficiaries through direct allocation (40 per cent) of POP budget to PROSPERA beneficiaries.	Secretariat of Social Development (SEDESOL)
	National Fund for the Development of Arts and Crafts (Programa del Fondo Nacional para el Fomento de las Artesanías)	No articulated link exists so far, other than that this programme prioritises target populations who live in impoverished or indigenous areas	Secretariat of Social Development (SEDESOL)
	National Fund of Support for Businesses in Solidarity (FONAES)	No articulated link exists so far. FONAES focuses on gender as a cross-cutting issue in programme implementation: 2,942 out of 5,371 projects supported by FONAES in 2014 were focused on women. ³⁶	Secretariat of Economics (SE)
	National Entrepreneurs Fund (Fondo Nacional Emprendedor)	Preferential access	Secretariat of Economics (SE)
	Integrated Rural Development Programme (Programa Integral de Desarrollo Rural)	Preferential access	Secretariat of Agriculture, Livestock, Rural Development, Fisheries, and Food (SAGARPA)
	Programme for the Productivity of Women Entrepreneurs (PROMETE)	No articulated link exists so far; there are commonalities between PROMETE and PROSPERA target populations.	Secretariat of Agriculture, Livestock, Rural Development, Fisheries, and Food (SAGARPA)
	Fund to Support Productive Projects in Agricultural Hubs (FAPPA)	No articulated link exists so far; there are commonalities between FAPPA and PROSPERA target populations.	Secretariat of Agriculture, Livestock, Rural Development, Fisheries, and Food (SAGARPA)
	Agrifood Productivity and Competitiveness Programme (Programa de Productividad y Competitividad Agroalimentaria)	Preferential access	Secretariat of Agriculture, Livestock, Rural Development, Fisheries, and Food (SAGARPA)

³⁶ Source: (APEC n.d.)

Sub-components	Programme	Linking mechanism	Implementation partner agency
	Agricultural Development Programme (Programa de Apoyo a la Agricultura)	Preferential access	Secretariat of Agriculture, Livestock, Rural Development, Fisheries, and Food (SAGARPA)
	Programme for the Improvement of Indigenous Communities' Productivity (Programa para el Mejoramiento de la Productividad y Producción Indígena)	Preferential access	National Commission for the Development of Indigenous People (CDI)
	Programme to Support Young Rural Entrepreneurs (Programa de Apoyo a Jóvenes Emprendedores Agrarios)	Preferential access	Secretariat of Agrarian, Land, and Urban Development (SEDATU)
	Programme for the Establishment and Operation of Loan Promotion Units (Programa para la Constitución y Operación de Unidades de Promoción de Crédito)	Preferential access	National Financial Agency for Agricultural, Rural, Forestry, and Fisheries Development (FND)
	Liquid Guarantees Programme (Programa de Garantías Líquidas)		National Financial Agency for Agricultural, Rural, Forestry, and Fisheries Development (FND)
	Access to Credit through Cost Reduction (Programa para la Reducción de Costos de Acceso al Crédito)	Preferential access	National Financial Agency for Agricultural, Rural, Forestry, and Fisheries Development (FND)
Productive inclusion – territorial approach focusing on articulating the benefits of 15 programmes from 7 government agencies towards serving people in poverty with a territorial focus	Productive territories	The productive territories target population is PROSPERA beneficiaries living in extremely poor municipalities where small-scale agriculture is an important activity. It is a pilot programme that acts as an alternative, targeted implementation within the framework of the PROSPERA interagency strategy, to link beneficiary families with rural productive development programmes.	<ol style="list-style-type: none"> 1. SEDESOL 2. SE 3. SAGARPA 4. SEDATU 5. CDI 6. FND 7. Secretariat of Labour and Social Welfare (STPS)
Labour inclusion and job training offering job training alternatives	Employment Support Programme (Programa de Apoyo al Empleo) <ul style="list-style-type: none"> • Bécate training • Self-employment Development Programme (Fomento al Autoempleo) 	Preferential access for unemployed PROSPERA youth beneficiaries	Secretariat of Labour and Social Welfare (STPS) National Employment Service (SNE)
Higher education			National Employment Service (SNE)

Social Assistance Schemes

Programme	Responsible Ministry	Implementation Agency
Cuna Más: early childhood development programme providing day care and home visit services for children under 36 months living in extreme poverty	Ministry of Development and Social Inclusion (MIDIS)	Ministry of Development and Social Inclusion (MIDIS)
Articulated Nutritional Programme (Programa Articulado Nutricional, PAN) health services and assistance for expectant mothers and children, particularly under 3 years old	Ministry of Health (MINSA)	Ministry of Health (MINSA)
Qali Warma: national school nutrition programme	Ministry of Development and Social Inclusion (MIDIS)	Ministry of Development and Social Inclusion (MIDIS)
Juntos: national conditional cash transfer programme	Ministry of Development and Social Inclusion (MIDIS)	Ministry of Development and Social Inclusion (MIDIS)
Hábitat Rural: social assistance for rural housing	Ministry of Construction, Housing, and Sanitation (MVCS)	Ministry of Construction, Housing, and Sanitation (MVCS)
National Rural Sanitation Programme (Programa Nacional de Saneamiento Rural)	Ministry of Construction, Housing, and Sanitation (MVCS)	Ministry of Construction, Housing, and Sanitation (MVCS)
Rural Roads Programmes	Ministry of Transportation and Communication (MTC)	Provias Descentralizado
	Supervisory Agency for Investment in Energy and Mining (OSINERGMIN)	Inclusion Energy Fund (Fondo de la Inclusión Energética)
Pensión 65: national non-contributory pension for people over 65 years living in extreme poverty	Ministry of Development and Social Inclusion (MIDIS)	Ministry of Development and Social Inclusion (MIDIS)

Productive Inclusion Programmes

Programme	Responsible Ministry	Implementation Agency
Haku Wiñay – My Entrepreneurial Farm	Ministry of Development and Social Inclusion (MIDIS)	Cooperation Fund for Social Development (FONCODES)
Credit Support Programme for Small- and Micro-Enterprise (El Programa de Apoyo Crediticio a la pagueña y microempresa)	Ministry of Development and Social Inclusion (MIDIS)	Cooperation Fund for Social Development (FONCODES)
Inter-sectoral initiatives to close unequal access to services and gaps of infrastructure in rural areas, providing people living in remote and rural areas with drinking water, drainage, electricity, telecommunication infrastructure, and roads	Ministry of Development and Social Inclusion (MIDIS)	Fund for Economic Inclusion in Rural Areas (FONIE)
Productive Youth (Jóvenes Productivos)	Ministry of Labour and Employment Promotion (MTPE)	Ministry of Labour and Employment Promotion (MTPE)

Programme	Responsible Ministry	Implementation Agency
Programme to increase productivity of SMEs and cooperatives	Ministry of Labour and Employment Promotion (MTPE)	Ministry of Labour and Employment Promotion (MTPE)
BECA 18: providing college scholarships to underprivileged students	Ministry of Education (MINEDU)	National Programme of Scholarships and Educational Loans (PRONABEC)
National Agricultural Innovation System	Ministry of Agriculture and Irrigation (MINAGRI)	National Institute of Agricultural Innovation (INIA)
Technical Irrigation Programme	Ministry of Agriculture and Irrigation (MINAGRI)	Sub-sectoral Irrigation Programme (PSI), together with regional and local governments
Programmes to improve animal health	Ministry of Agriculture and Irrigation (MINAGRI)	National Plant and Animal Health Service (SENASA)
Programmes to improve plant health	Ministry of Agriculture and Irrigation (MINAGRI)	National Plant and Animal Health Service (SENASA)
Programmes to improve food safety	Ministry of Agriculture and Irrigation (MINAGRI)	National Plant and Animal Health Service (SENASA)
AGRORURAL: agricultural/rural productive development program	Ministry of Agriculture and Irrigation (MINAGRI)	
Projects to reduce gaps in the provision of services and infrastructure of water resources for agricultural usage in highland areas (above 1000 m), aiming at greater impact in reducing extreme poverty	Ministry of Agriculture and Irrigation (MINAGRI)	National Fund for Irrigation Promotion (Fondo mi Riego)
Programmes to improve arts and crafts' competitiveness	Ministry of Foreign Trade and Tourism (MINCETUR)	Ministry of Foreign Trade and Tourism (MINCETUR)
Haku Wiñay (My Entrepreneurial Farm)		
Operationalisation at local level	Executive groups (núcleos ejecutores), which are organised by the community with the supervision and support of FONCODES	
Most recent budget	USD 108.17 million (2015) ³⁷	
Components	<ul style="list-style-type: none"> • Technical assistance to improve farming production systems through 10 identified, basic technologies (e.g. irrigation, organic fertiliser and improved stoves) • Developing and maintaining healthy housing, such as safe kitchens, potable water, and solid waste management • Promoting inclusive rural business through grants competitions • Financial literacy training/education 	
Linking mechanism	Haku Wiñay is being piloted in the same rural areas where the Juntos programme is being implemented.	

37 Source: (Andina 2016)

The Philippines

Cash Transfer Schemes

Programme	Responsible Ministry	Implementation Agency	Operationalisation at local level
Pantawid Pamilya Pilipino Programme	Department of Social Welfare and Development (DSWD)		Project Management Office
Most recent budget³⁸	62.7 billion Pesos (2016), the equivalent of USD 1.3 billion ³⁹		

Productive Inclusion Programmes

Programme	Sustainable Livelihood Programme (SLP)	KALAHI-CIDSS National Community-Driven Development Project (KC-NCDDP)	
Responsible ministry/ office	Department of Social Welfare and Development (DSWD)	Human Development and Poverty Reduction Cluster ⁴⁰	
Implementation agency	Department of Social Welfare and Development (DSWD) ⁴¹	Department of Social Welfare and Development (DSWD)	
Operationalisation at local level	City/Municipal Social Worker designated by the Local Government Unit as the Livelihood Focal Person of the DSWD	Project Management Office	
Most recent budget⁴²	4.9 billion Pesos (2015), ⁴³ the equivalent of USD 102.5 million	43.9 billion Pesos, ⁴⁴ the equivalent of USD 917.9 million	
Components	<ul style="list-style-type: none"> • Micro-enterprise development track • Employment facilitation track 	KC Community Empowerment Activity Cycle: <ul style="list-style-type: none"> • Social preparation and participatory situation analysis • Community planning and project development • Community-managed implementation and formation of community-based organisations • Community monitoring and evaluation • Transition to the subsequent cycle 	
Linking mechanism	Household- and community-focused convergence in terms of common beneficiaries of the three programmes under the management of DSWD, whereby the beneficiaries are identified through the National Household Targeting System for Poverty Reduction (NHTS-PR). Both productive inclusion measures prioritise the Pantawid Pamilya Pilipino beneficiaries.		

38 Source: (ADB 2016)

39 Exchange rate as of September 15th, 2016

40 The Human Development and Poverty Reduction Cluster is chaired by the DSWD. Its members include the following government agencies: Department of Agriculture, Department of Agrarian Reform, Department of Environment and Natural Resources, Department of Education, Department of Health, Department of Labor and Employment, Department of Budget and Management, Department of Interior and Local Government, Housing and Urban Development Coordinating Council, Commission on Higher Education and National Anti-Poverty Commission.

41 In cooperation with the Department of Trade and Industry, Department of Labor and Employment, Technical Education and Skills Development Authority, Department of Environment and Natural Resources, Department of Agriculture, Department of Public Works and Highways, and the Department of Science and Technology.

42 Exchange rate as of September 15th, 2016

43 Source: (Ronda 2015)

44 Over six years implementation from 2014 to 2019 (ADB 2016)

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