

Protecting the Vulnerable:

The Design and Implementation of Effective Safety Nets



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SSN in post-conflict countries

Design and operational issues

Factors to consider

- Transition from relief to development
- Low implementation capacity
- Lack of data
- Importance of security and reconciliation factors
- Need for speed and flexibility

Transition from relief to development

- Timing of move from blanket relief to targeted social safety net
- Food for work versus cash for work
- Working with humanitarian agencies on transition strategy

Beneficiaries

- Dual objectives of social protection and stability: may mean that not all target beneficiaries are amongst the poorest groups
- Lack of data may mean that indicator-based targeting is impossible: self selection; geographical targeting; community targeting; specific vulnerable groups
- Sources of data: humanitarian agencies; previous HH data

Key programme choices

- Labour intensive works:
 - Fit with target beneficiaries
 - Geographical reach
 - Implementation capacity
- CDD:
 - LLI capacity
 - Disbursement arrangements
- Transfers to vulnerable groups:
 - Fit with target beneficiaries
 - Leakage/expectation problems
 - Implementation capacity

Implementation arrangements

- Government (force account/contractors)
 - NGOs
 - UN agencies
 - Community-based
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- Role of government/grassroots political structures

Menu of activities

- Infrastructure: gender and geography
- Symbolic clean-up campaigns
- Information and civic education
- Income-generating activities
- Training

- Sustainability, expectations, transition plans

Budgeting

- Need for provision for SSN in initial assessment mission and pledging session – detailed data may not be available
- Best estimate for labour intensive works and transfers: population (provincial?) * coverage rate * daily benefit * duration * (1/1-administrative cost)
- Compare with humanitarian budgets
- Estimated work days from other elements of infrastructure rehabilitation programme (geographical fit)
- Over-budget but get consensus on timebound element

Reconciliation

- Counterpart for project design and implementation (role of government and other domestic stakeholder groups)
- Equity in target groups
- Equity in benefits received (e.g. demobilised soldiers/ex-civil servants)
- CDD and reconciliation (elites/armed groups)
- Importance of information campaigns

Donor coordination

- Agreement on key policy issues:

 - Wage

 - Counterpart involvement

 - Duration/dedicated budget line

- Avoiding duplication:

 - Geographical division of labour

 - Pooled mechanisms

 - Coordination with sectoral programmes