

SOCIAL PROTECTION AND JOBS

2019 CORE COURSES

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Delivering Safety Nets: A Framework

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World Bank

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This Morning's Outline

- What are delivery systems in social protection
- The delivery chain and enabling information technology
- The delivery chain summary (the “Sourcebook”)
- Selected trends and key messages

Delivery systems: The “how” that goes with “what”

- Countries offer a range of risk management policies and programs to help households manage shocks to livelihoods, reduce poverty and improve equity. These occur across the life cycle of individuals. (The “what”)
- Delivery systems are the processes and methods by which programs are actually implemented. They cut across the types of programs. (The “hows”)

Social
Safety Nets

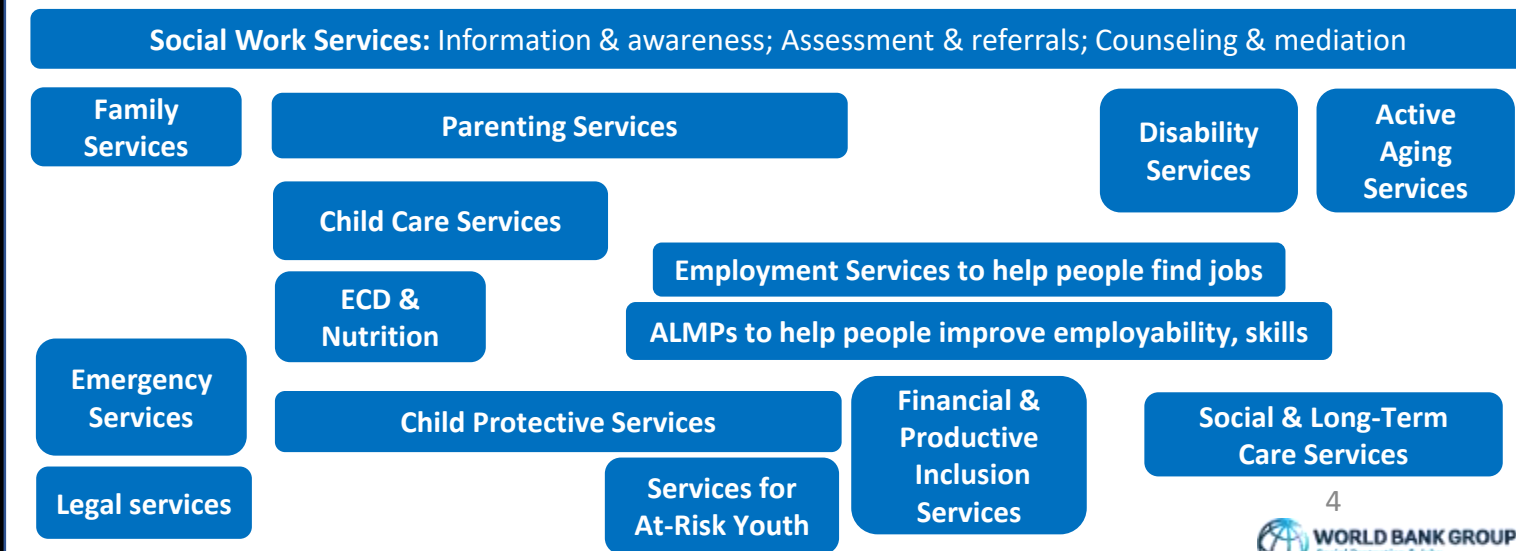
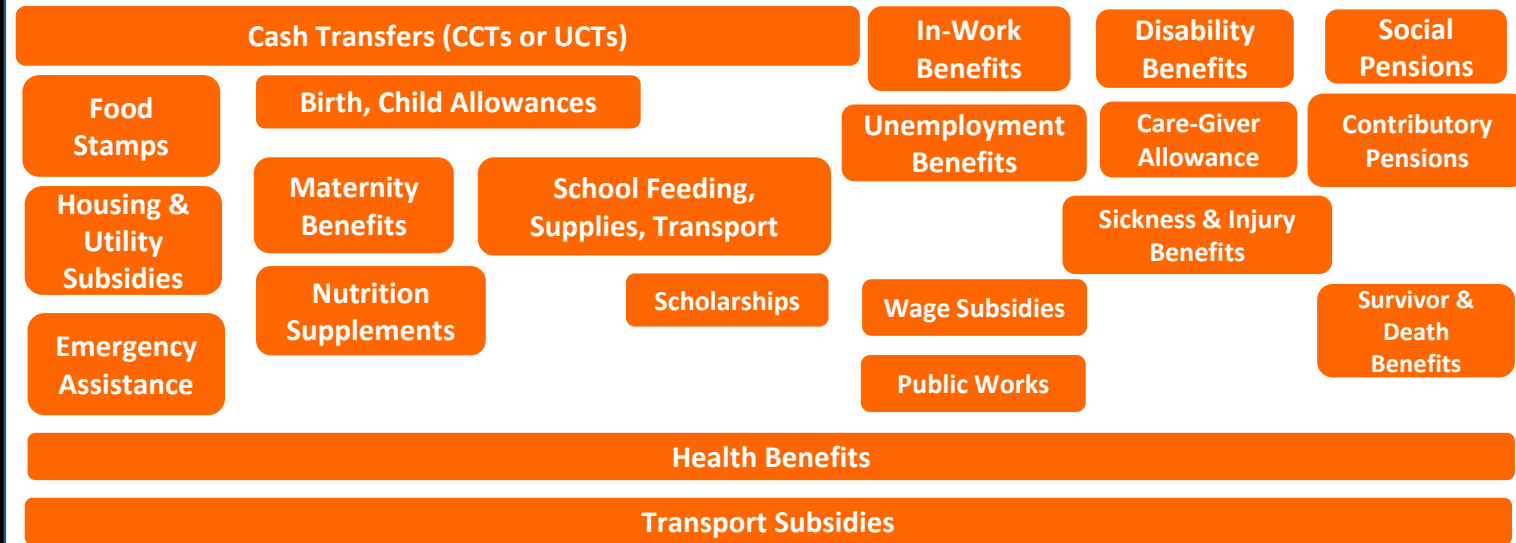
Labor/Skills

Jobs

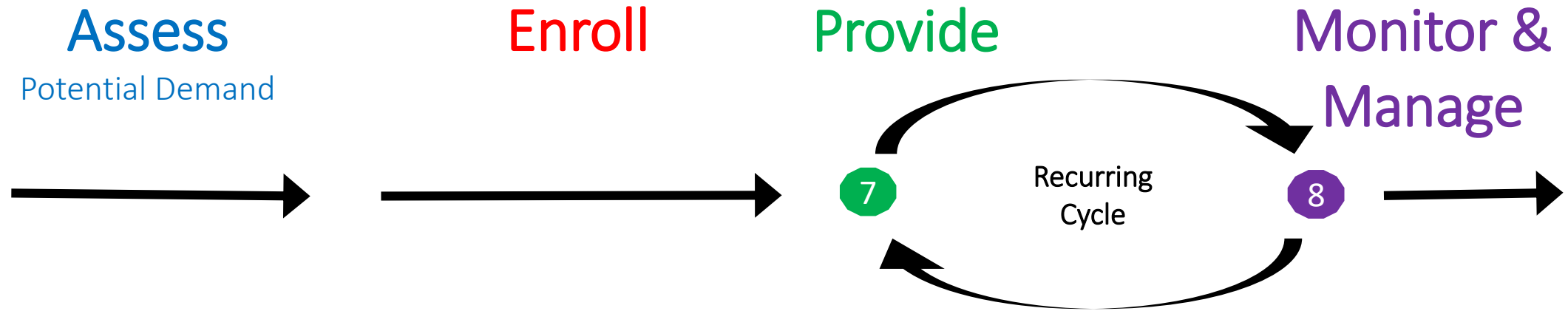
Pensions &
Social
Insurance

Delivery Systems and Implementation

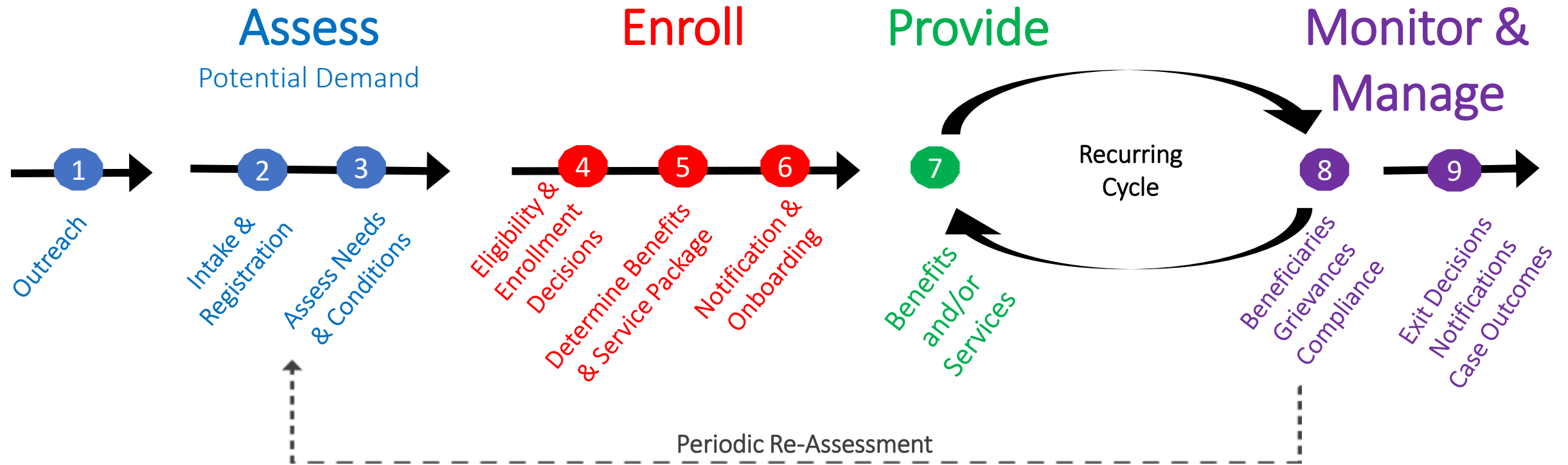
Given diverse needs,
many countries offer
many social protection
benefits & services
to various groups
along the life cycle



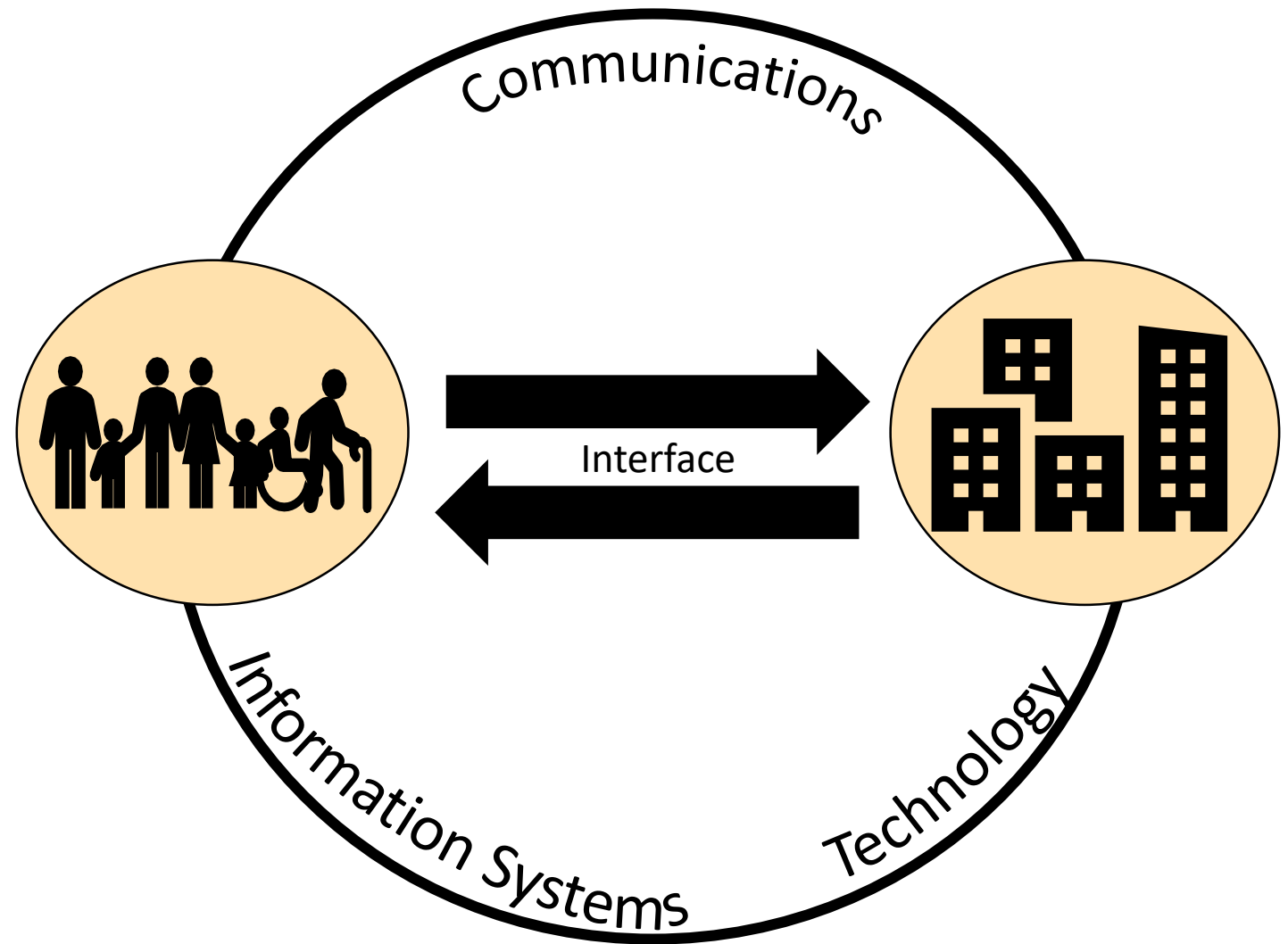
All Benefits and Services Have a Similar Delivery Chain



All Benefits and Services Have a Similar Delivery Chain

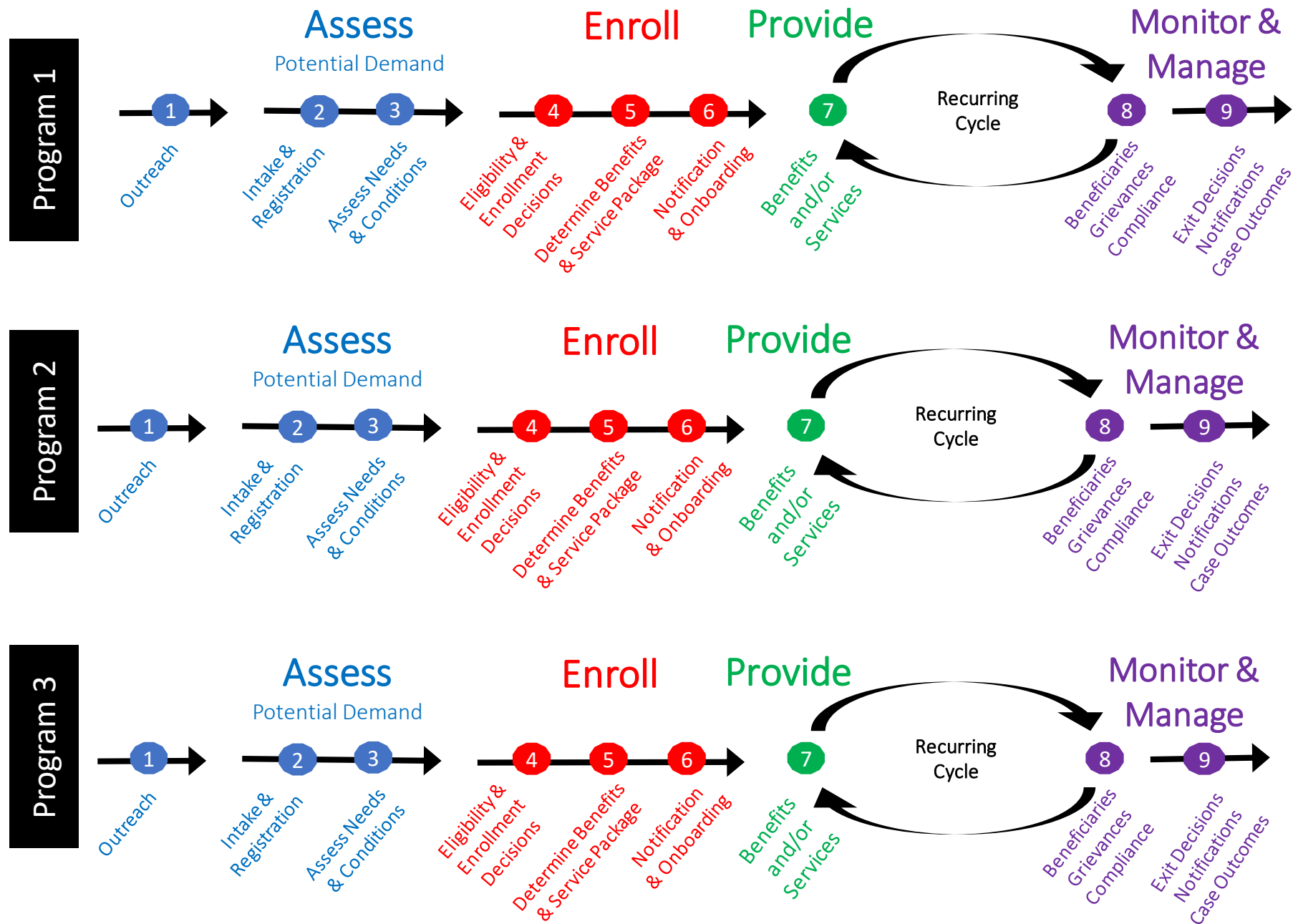


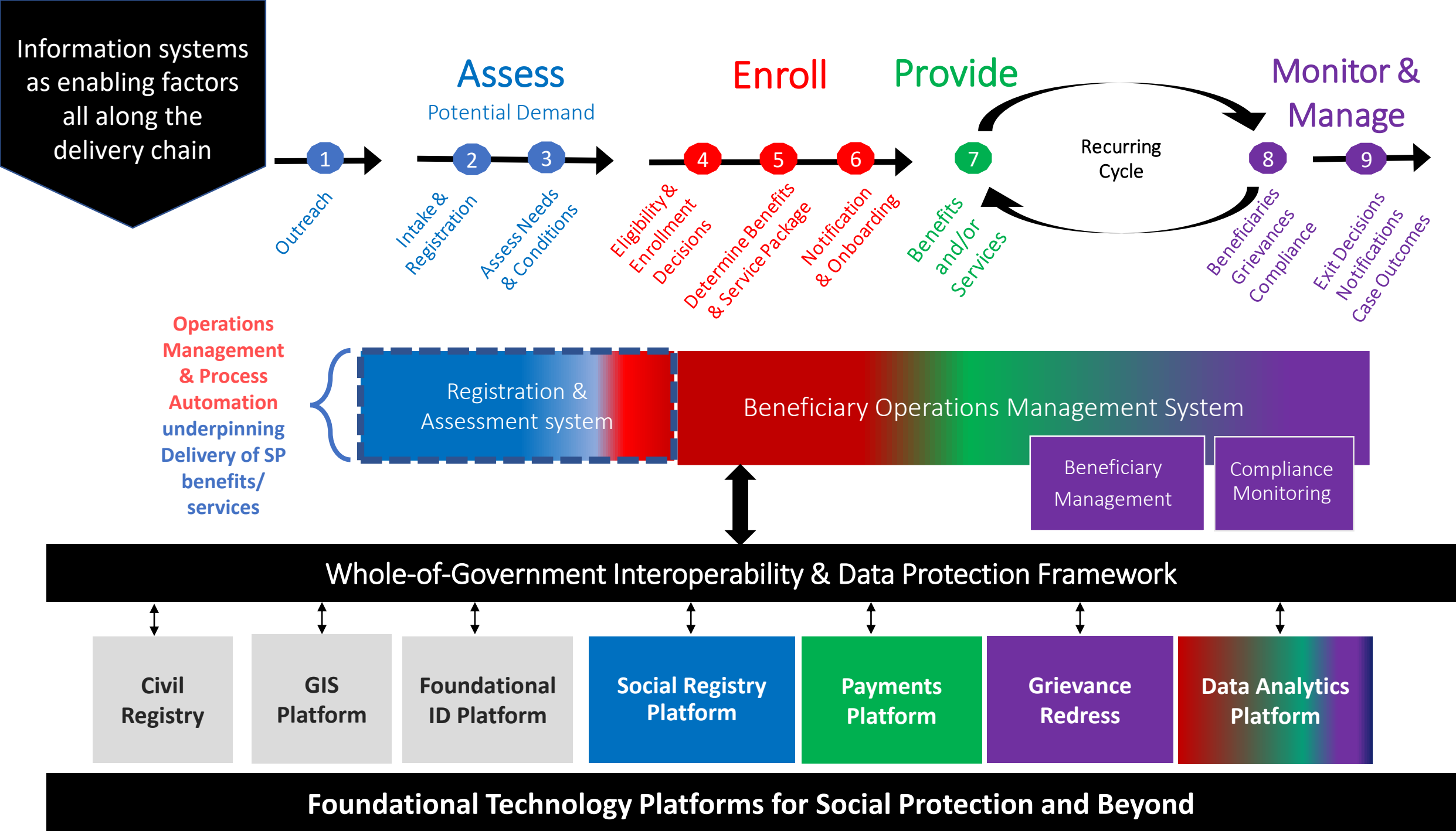
People & Institutions
interact all along the
delivery chain.



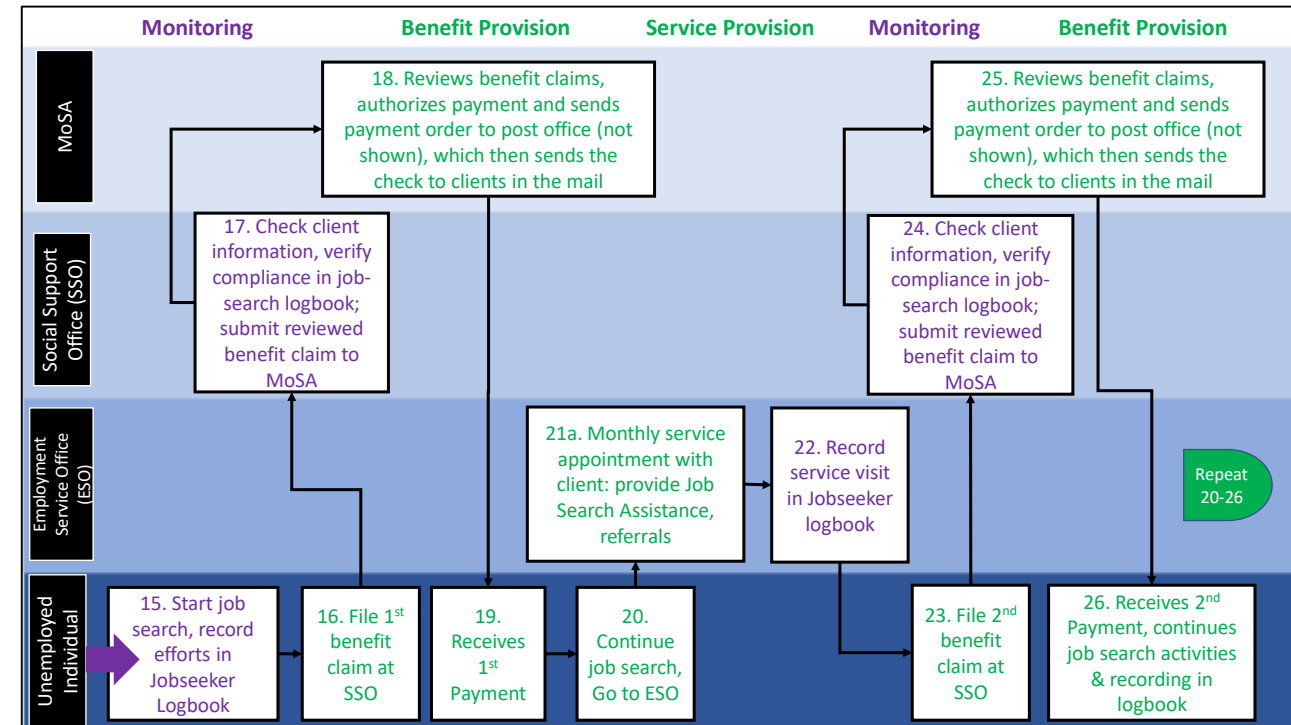
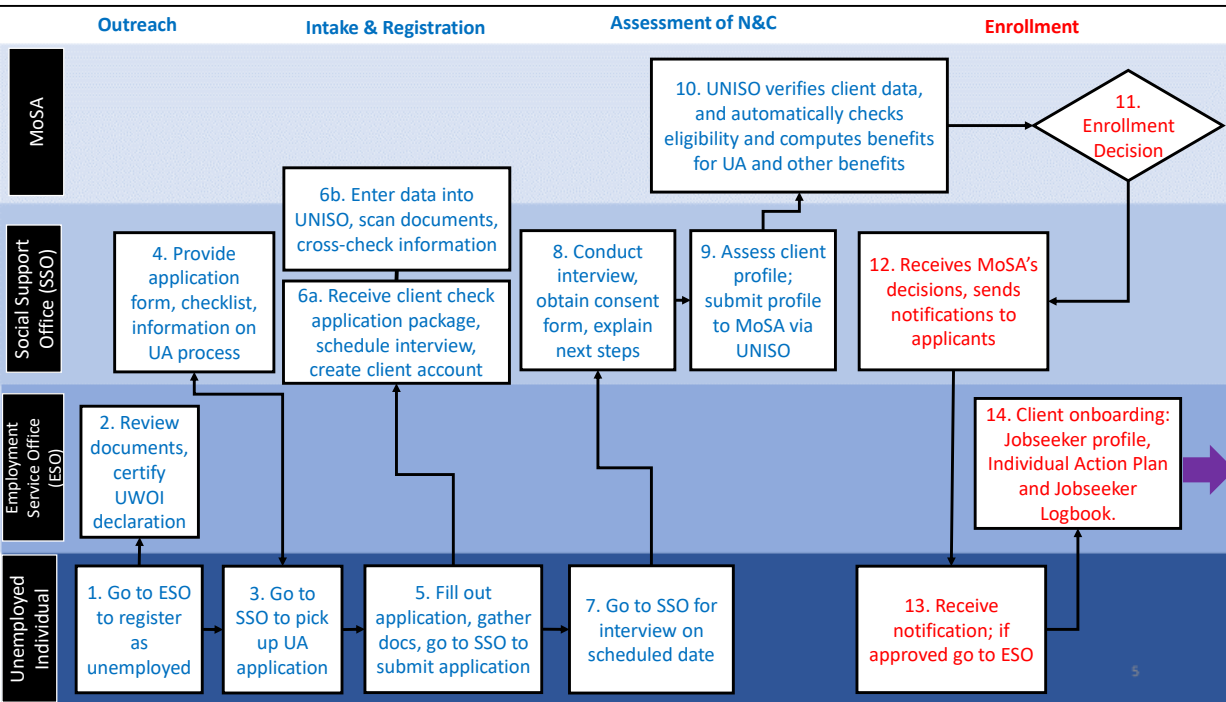
Communications, Information Systems, and Technology
can all serve as enablers to help intermediate among them.

The Challenge of Fragmentation



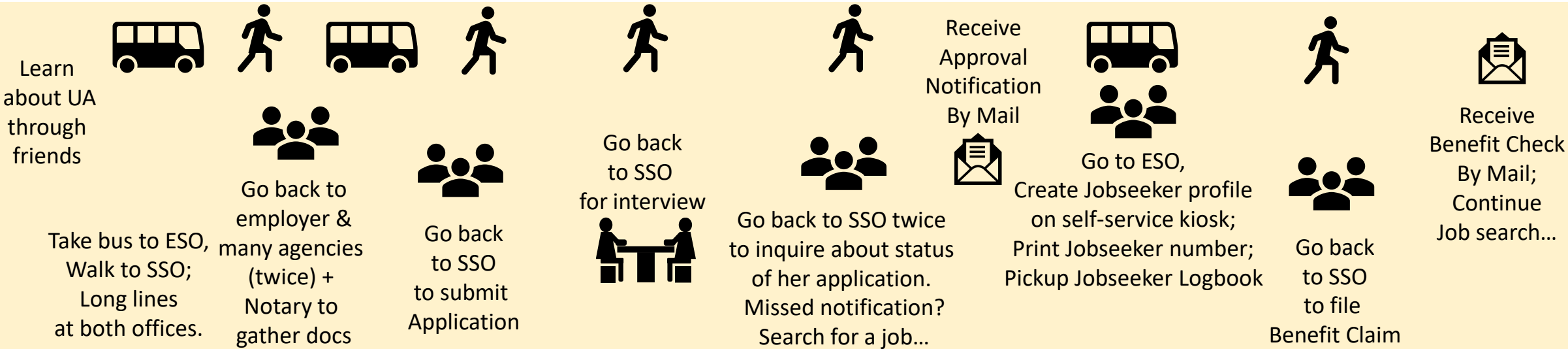


Useful Tool: “Swim Lanes” Delivery Chain Process Maps: Clarity of Institutional Roles & Sequencing of Steps



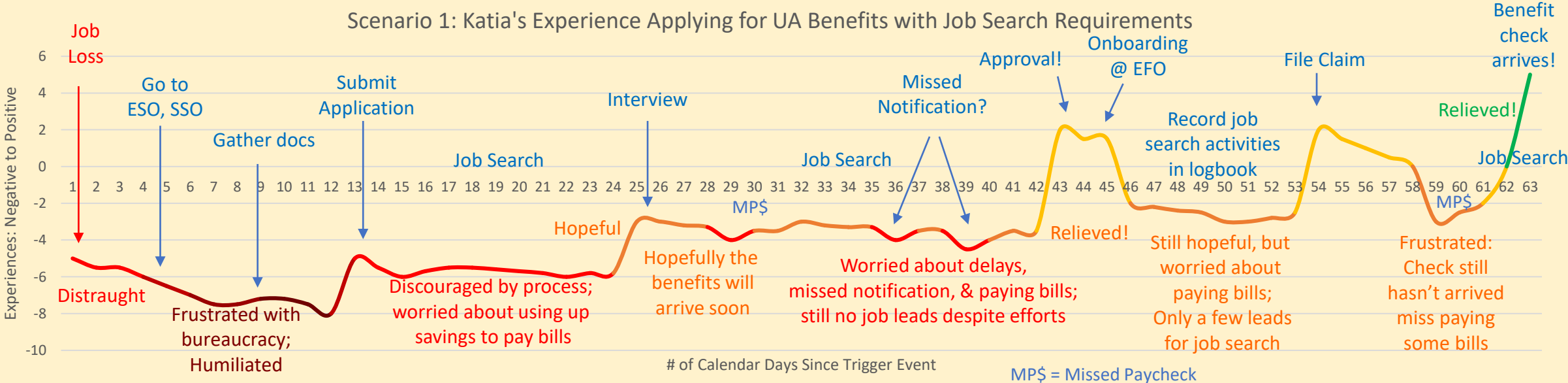
Journey Mapping Tools: Anais' Experience applying for UA Benefits with Job Search Conditions

“Doing:” Steps, Actions, Touchpoints



TCV

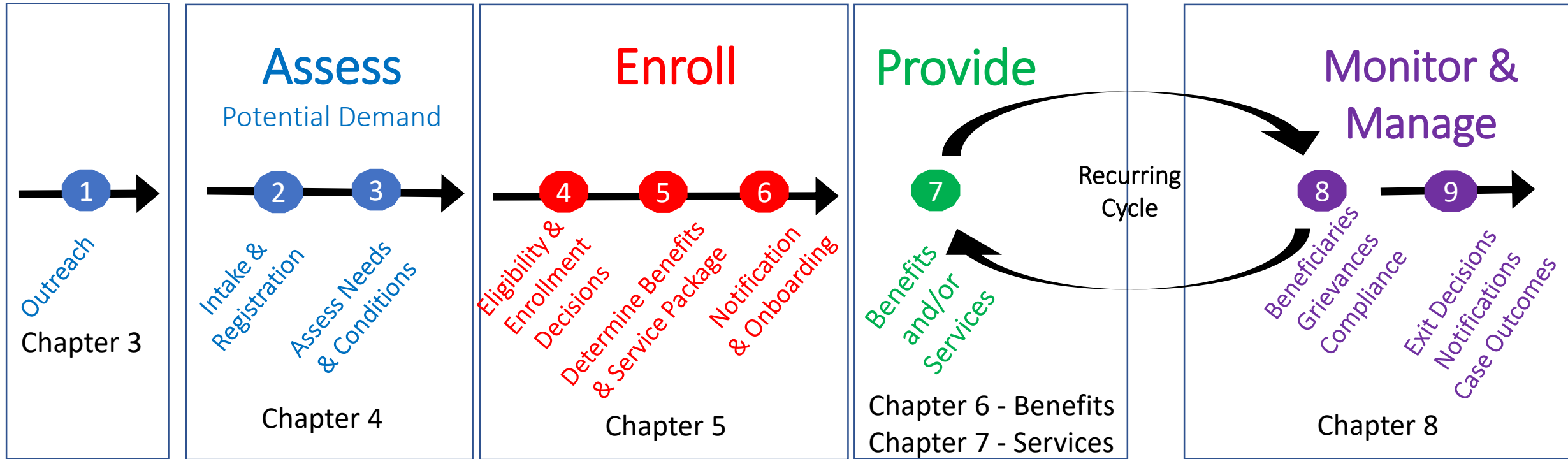
“Feeling:” Highs, Lows, Painpoints



Structure of the “Sourcebook”

Chapter 1: Introduction

Chapter 2: Overview of the social protection delivery systems framework, including delivery chain, actors (clients, institutions, interface) and enabling factors (communications, information systems and technology)

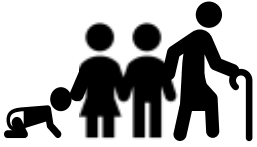


Chapter 9: Measuring, Monitoring & Evaluating the Performance of SP Delivery Systems

Chapter 10: Conclusions and Future Directions in Delivery Systems

Glossary of Terms

Mainstreaming Groups & Programs Across the Sourcebook



Demographic Groups:
e.g., Children, Elderly

Categorical Programs:
e.g., Child Allowances, Social Pensions



Socio-Economic Groups:
e.g., Poor, Low-Income

Programs Targeted by Socio-Economic Status:
e.g., UCTs, CCTs, public works, labor benefits, social services, health insurance subsidies, needs-based scholarships, housing & utility benefits, etc.



Individuals Classified by Labor-Force Status:
e.g., Unemployed, Job-Seekers

Labor Benefits & Services:
e.g., Unemployment Insurance & Assistance, Employment Services, ALMPs, activation packages



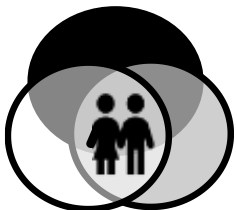
Disabled Persons:
Moderate vs Severe; Short-Term vs Long-Term

Benefits & Services for the Disabled:
e.g., Disability Insurance & Assistance;
Social-Care Services



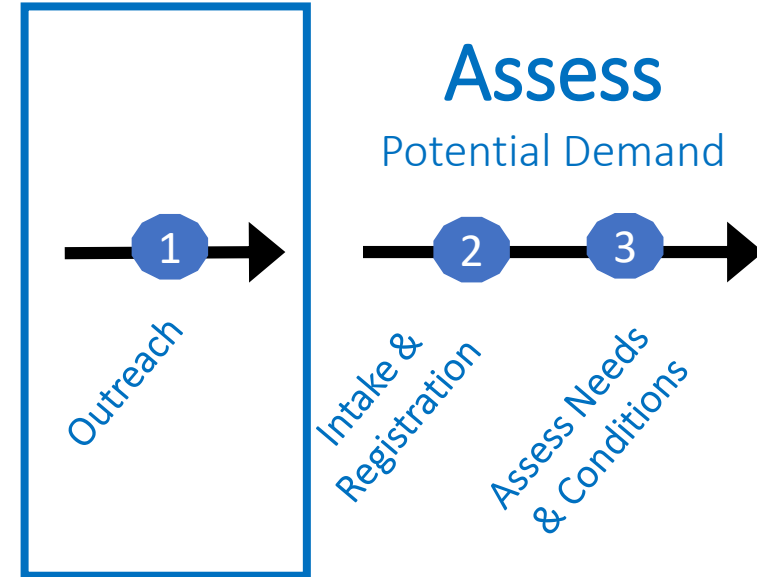
Individuals Facing Social Risks:
e.g., Children, Youth, Adults, Elderly

Social Services:
e.g., *Social Work Services* (information & awareness; assessment & referrals; counseling & mediation);
Social Care Services (home, community, institutional);
Specialized Preventative Services



Integrated Approaches:
e.g., Population groups with multiple constraints

Integrated Approaches for Programs:
e.g., Programs with multiple eligibility criteria; multiple programs using common delivery platforms



Chapter 1: Outreach

Outreach

1

Outreach is crucial for promoting inclusion, awareness, and understanding

Direct Outreach

- Outreach officers
- On-demand
- Mobile teams

Community-Based Outreach

- Peer-to-peer outreach and mentoring
- Rely on local capacities for disseminating info, connecting people

Outreach via Intermediaries

- Personal referrals from other professionals or programs
- Disseminate info via other services (schools, clinics, etc.)
- Info via other organizations – e.g., foundations, employer or trade organizations, community organizations

Indirect Outreach

- Printed media
- Mass media
- Online, websites

Avoid Access Barriers:



Brazil's Busca Activa – Example of Proactive Outreach Strategy

- Concerns about missing extremely poor HHs: indigenous groups, disabled, those living in remote areas, homeless / street populations, etc.
- Active search process included door-to-door visits by social workers, mobile social assistance vans and boats, partnerships with local governments and civil society organizations to promote referrals
- Result was registering additional 1+ million families that had previously been excluded – thereby facilitating their access to numerous social programs including Bolsa Familia

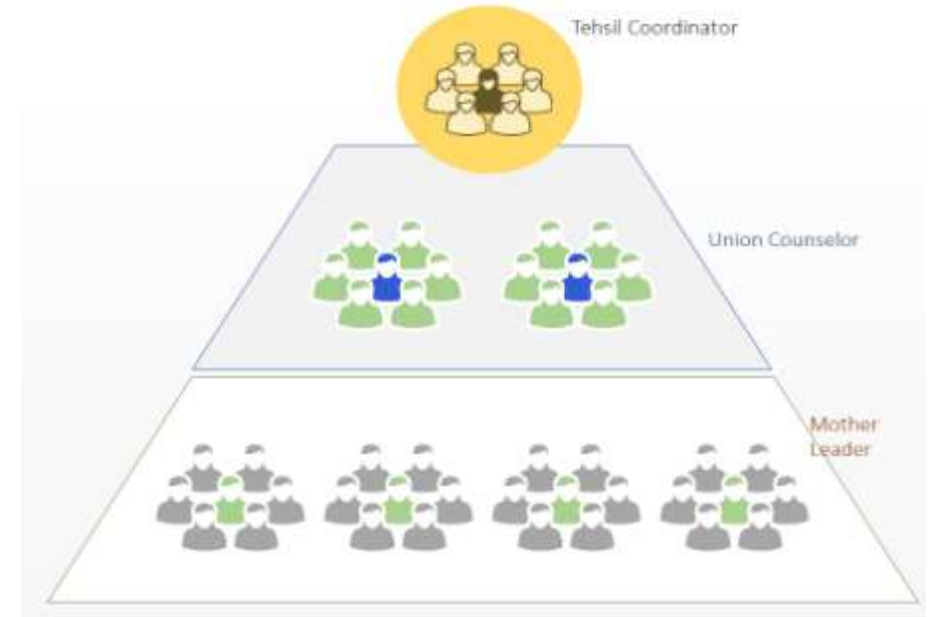
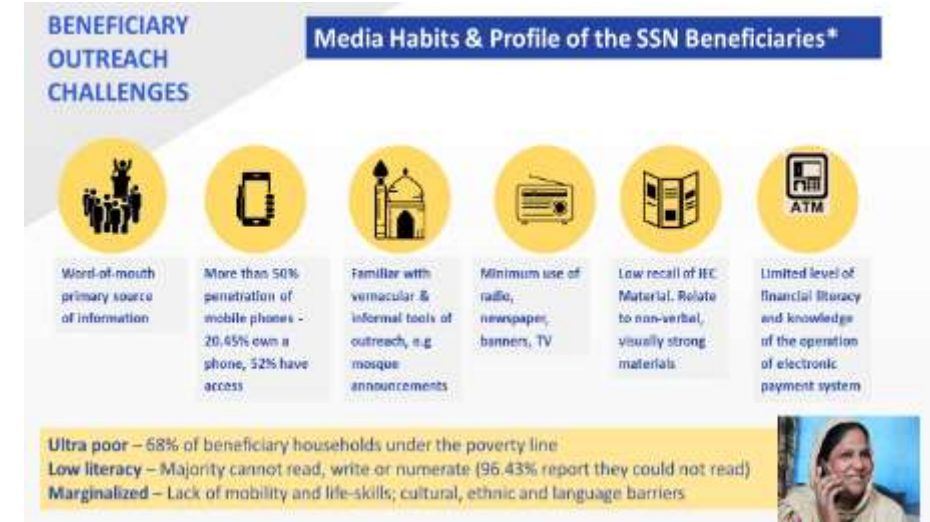


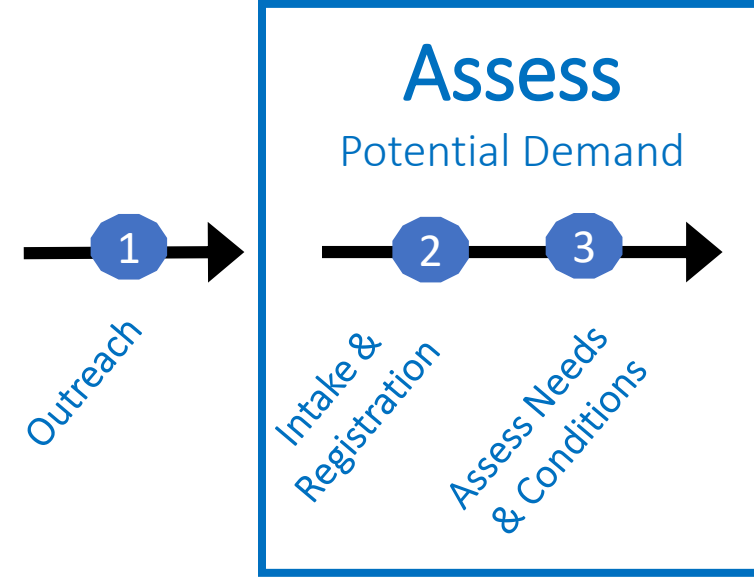
Outreach

1

Community-Based Outreach in Pakistan's BISP

- Communications Assessment: Media Habits of Target Population
 - 96% illiterate
 - Primarily word of mouth; >50% had phone
 - Not much use of radio or recall of communications materials
- Community-Based Communication Strategy:
 - Participatory, informal communications channels
 - Local leadership & BISP Committees
 - Mother leaders from each community serving on union councils

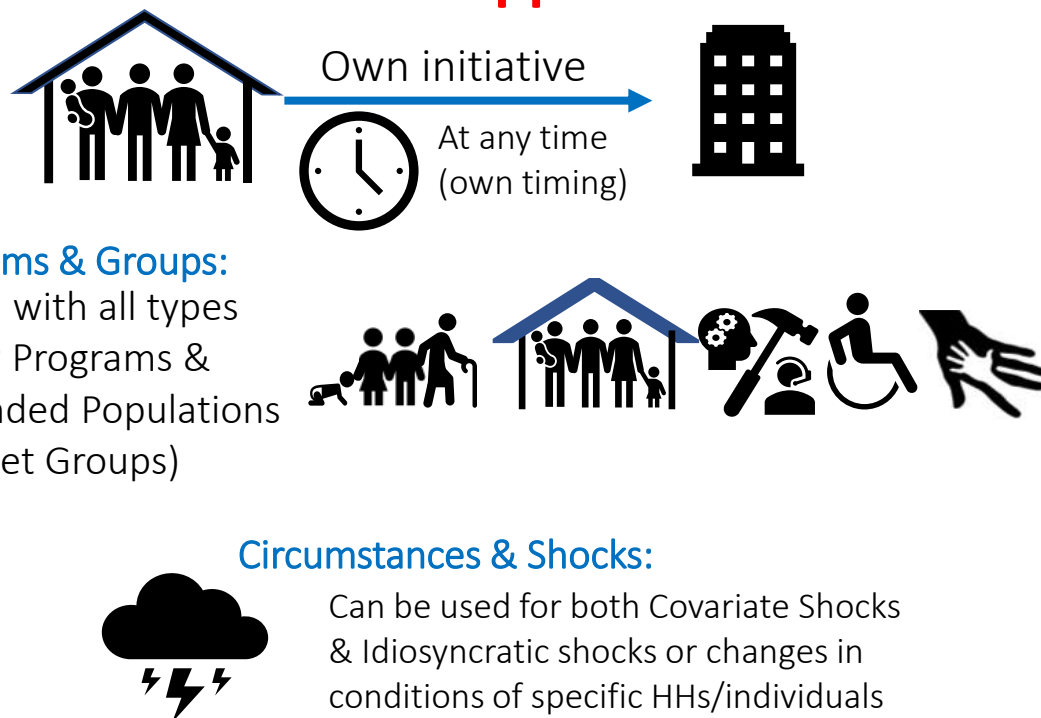




Chapter 4: Registering & Assessing Intended Population

2 Distinct Operating Models with Implications all Along the Delivery Chain

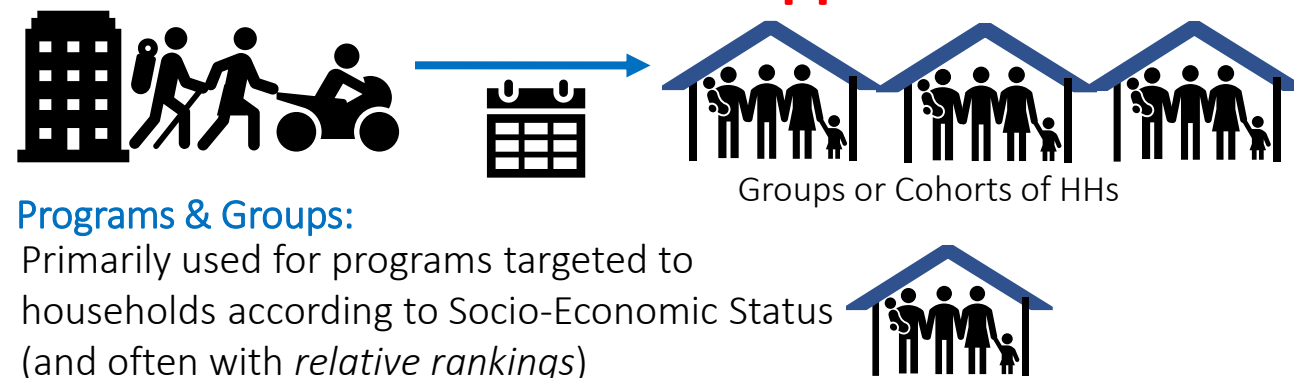
On-Demand Approach



Administrative Aspects:

- Requires permanent and extensive network for client interface (physical, mobile, or digital) - challenging
- Requires continuous administrative budget + flexibility in design & implementation

Administrator-Driven Approach



Circumstances & Shocks:

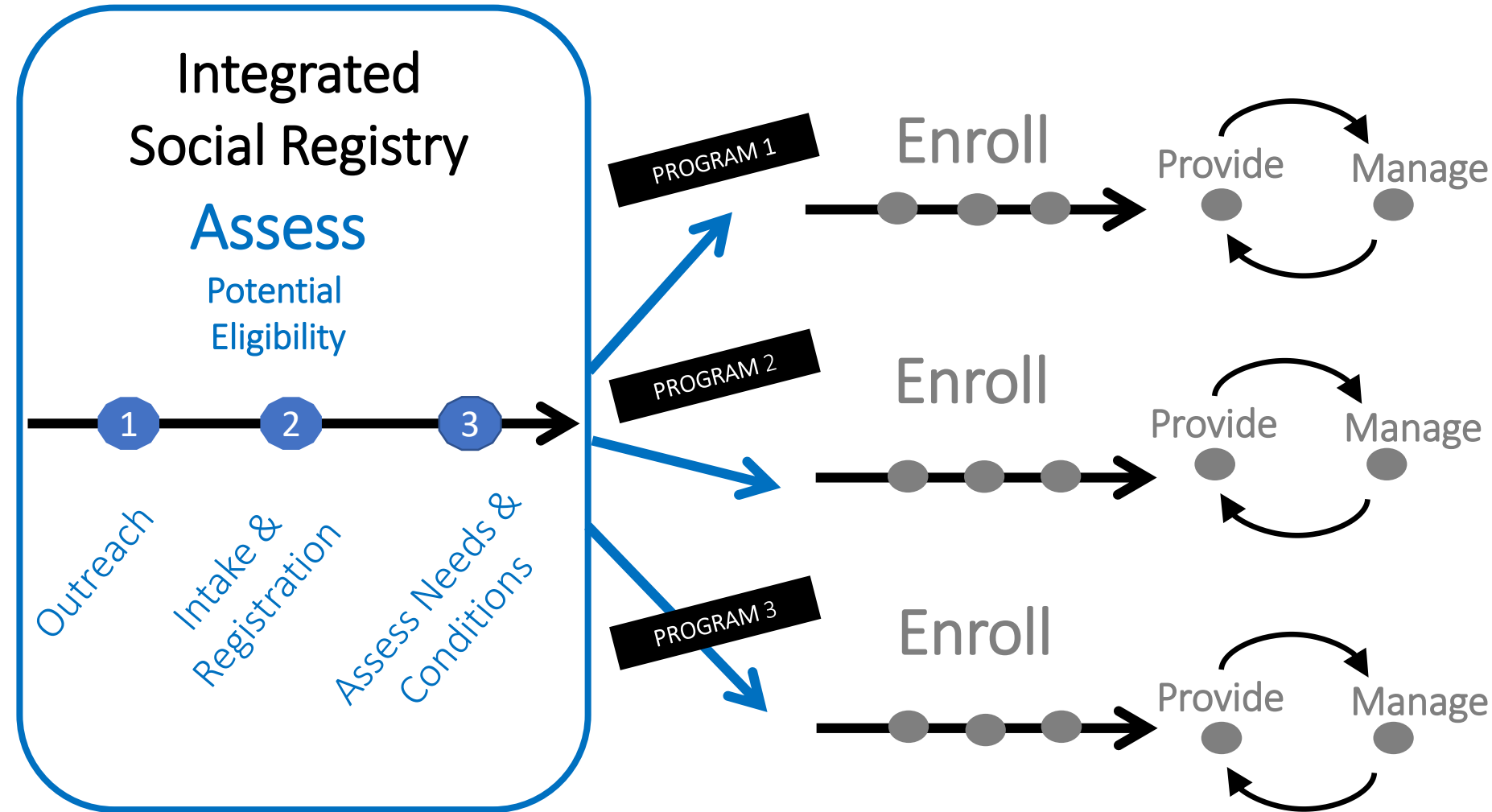


- Can be used for Covariate Shocks (and could do additional data collection and/or more frequent updates in shock-prone areas)
- But not compatible as a response-mechanism for idiosyncratic shocks (or changes in HH conditions)

Administrative Aspects:

- Can be useful in countries with low administrative capacity or confidence, difficult outreach, asymmetric information
- Temporarily requires large numbers of mobile teams, vehicles, other inputs for mass registration waves
- Requires large & lumpy administrative budget for registration waves

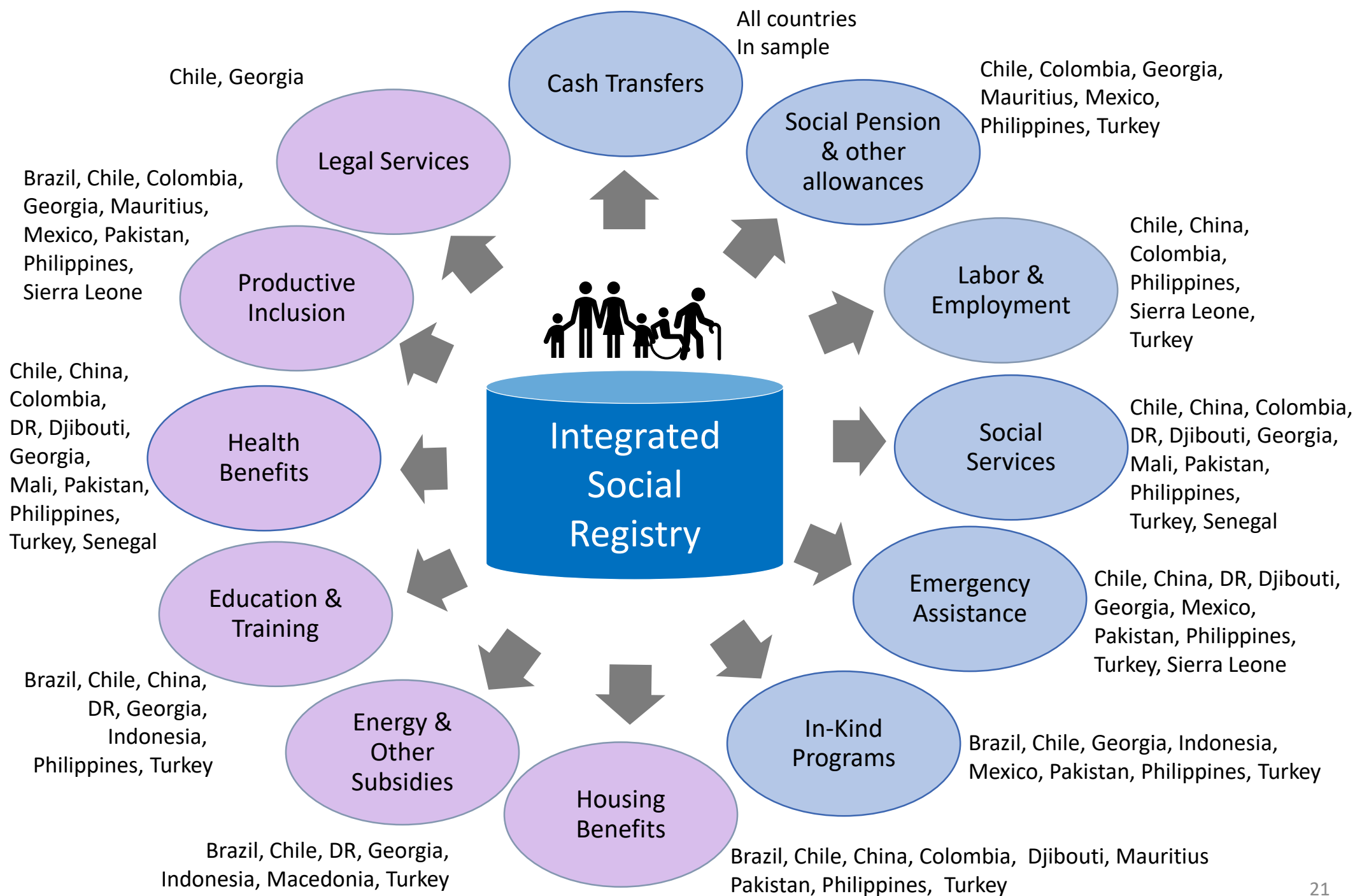
Many countries use Integrated Social Registries as a common registration & eligibility “gateway” for numerous social programs

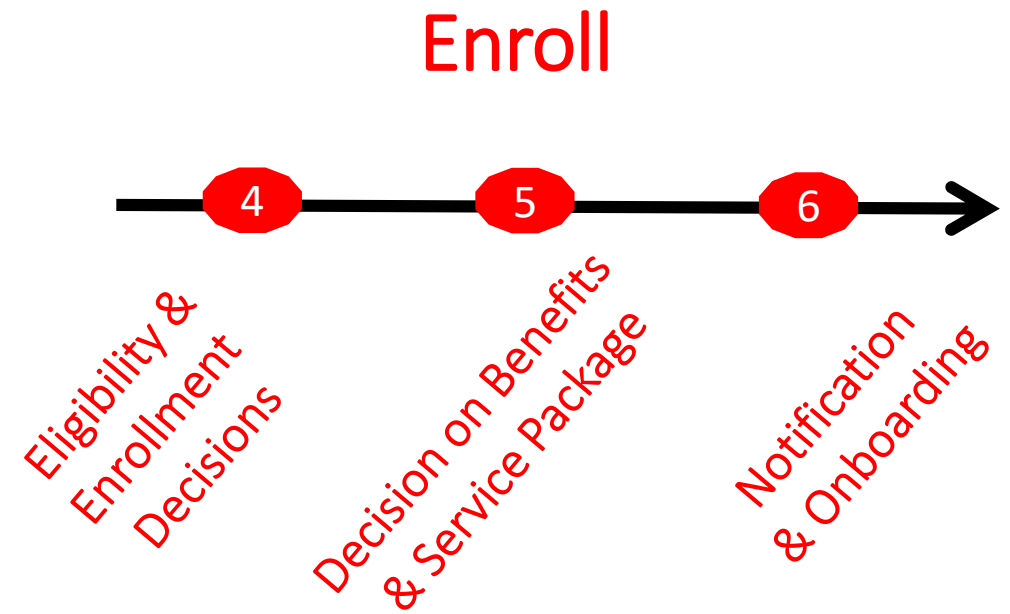


Integrated Social Registries can serve as Integrated Platforms for Social Protection & Beyond



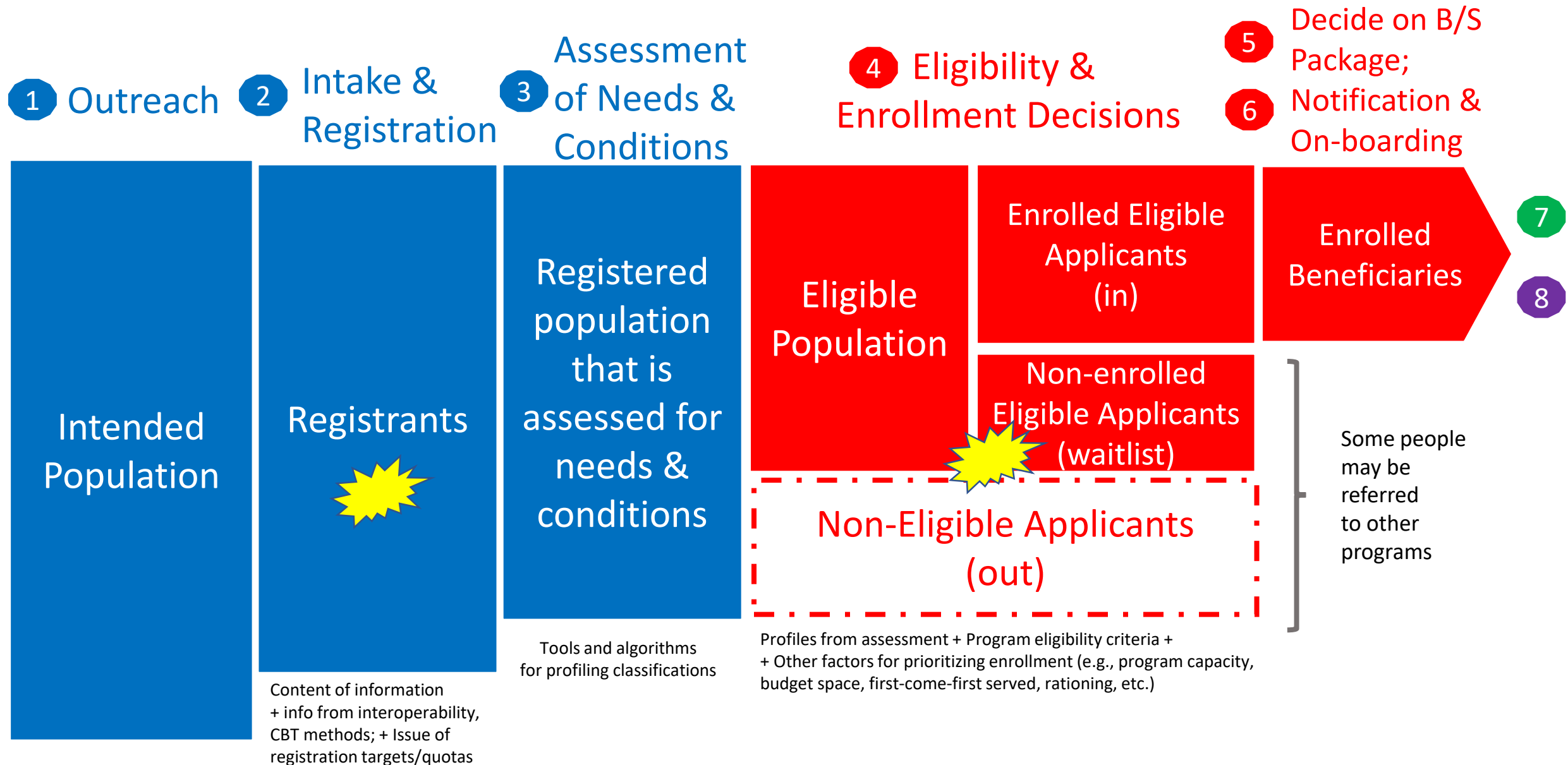
See our recent social registries study:
Leite et. al. (2017).





Chapter 5: Who gets in & Who gets what?

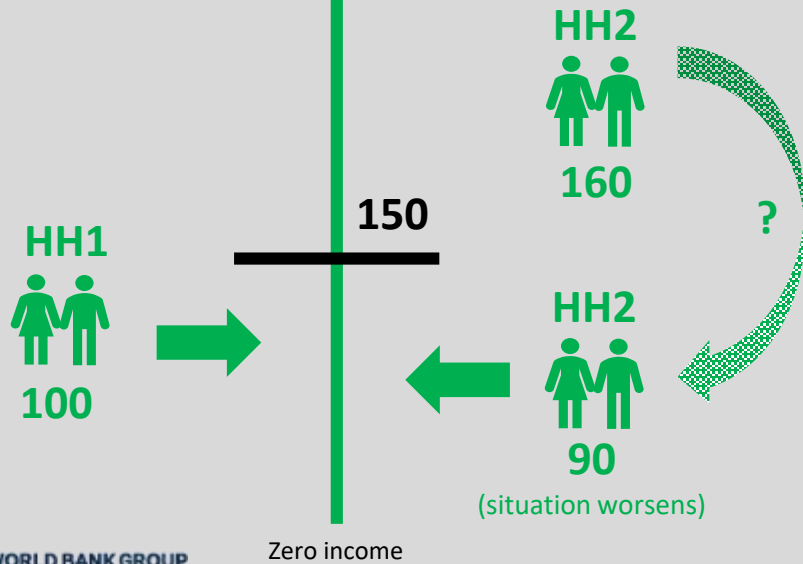
Tensions between inclusion goals & limited budget constraints



Absolute & Relative Thresholds for Eligibility

Absolute Thresholds

Axis =
Welfare Measure
(\$ or score)



Relative Thresholds

Axis =
Ranking of households
from poorest
to richest
for each region

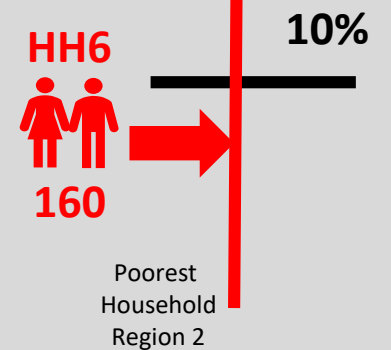
Region 1

Richest
Household
Region 1



Region 2

Richest
Household
Region 2

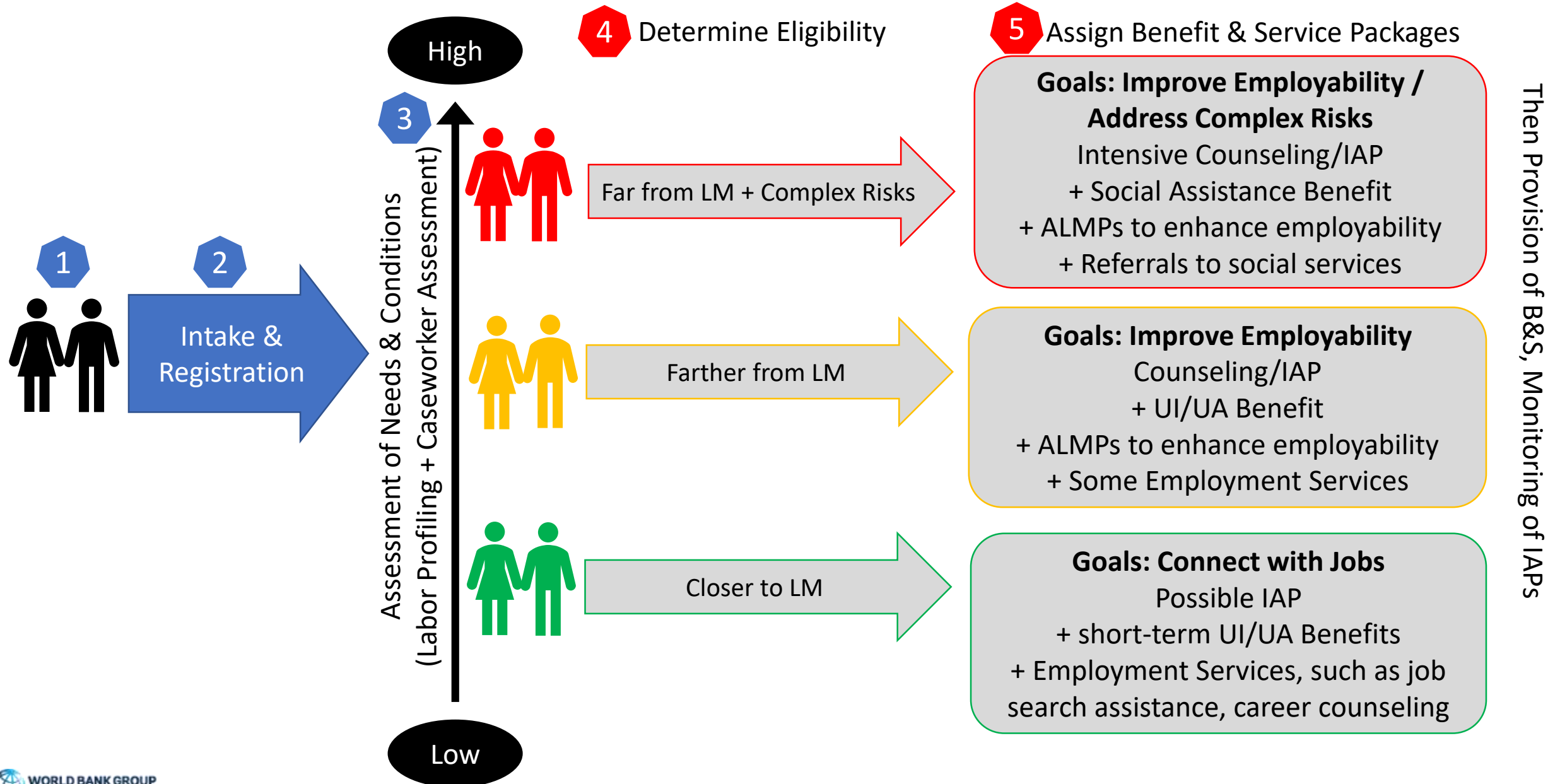


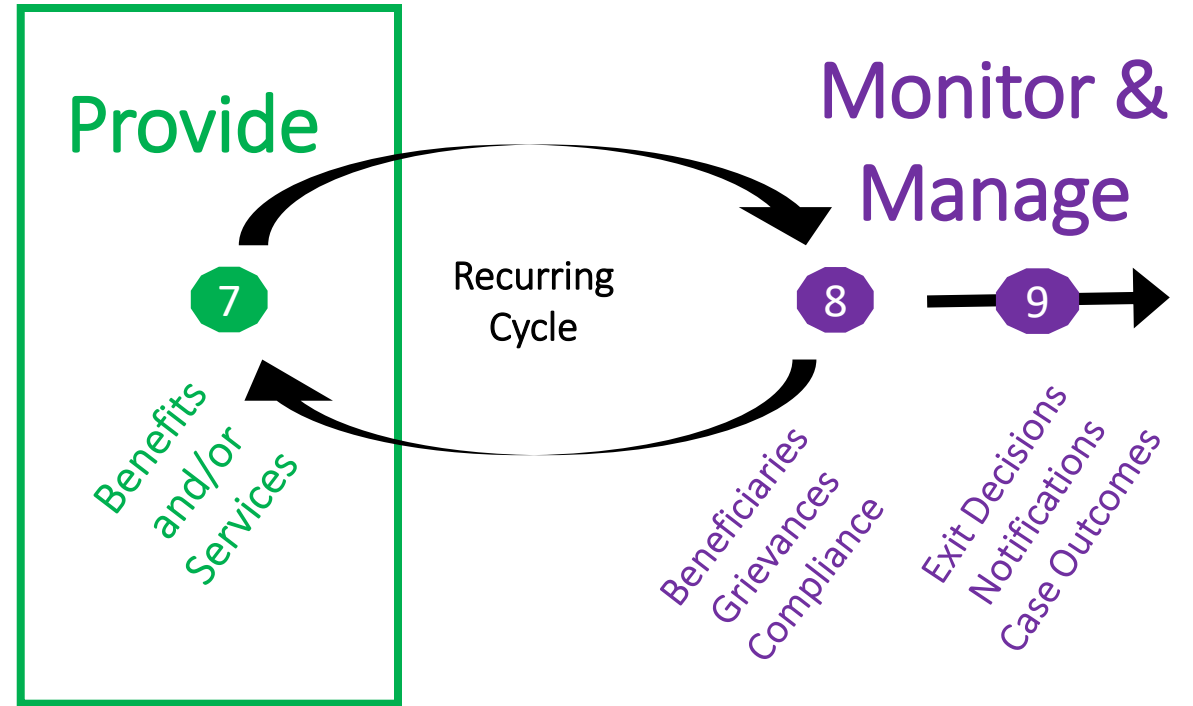
Tensions Between Design of Benefit Menus vs. Ease of Implementation

Table 5.3—Implementation Considerations of Various Benefit Structures (See Appendix 5.1 for Examples)

Benefit Structure	Ease of Implementation: Scale of 1 (simple) to 5 (complex)			
	INFORMATION FOR BENEFITS CALCULATIONS	NOTIFICATION & BENEFICIARY UNDERSTANDING	PAYMENTS PROCESSING, DENOMINATION ISSUE	MONITORING, UPDATES, GRM
1. FLAT BENEFITS	1	1	1 (especially if even denomination)	1
2. VARIABLE BY HH SIZE, COMPOSITOIN	3	2	2	2
3. VARIABLE BY SOCIO-ECONOMIC GROUP	3	3	3	3
4. VARIABLE BENEFITS DIFFERENTIATED BY INCOME LEVEL (e.g., GMI)	5	5	4	5
5. VARIABLE BENEFITS BY EARNINGS & CONTRIBUTION HISTORY (UI, DI)	4	5	4	5
6. VARIABLE BENEFITS BY DEGREE OF DISABILITY	3	3	2	3

Activation Benefit-Service Packages for the Unemployed





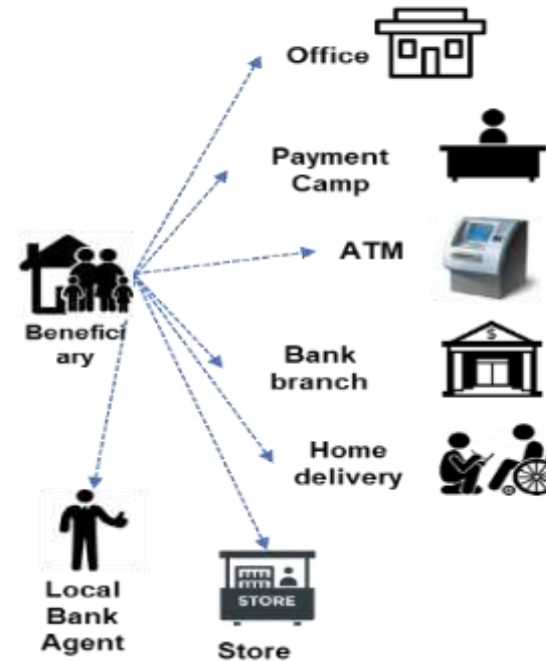
Chapter 6: Provision of Benefits (Payments)

Payments implementation involves two main processes: administration & provision

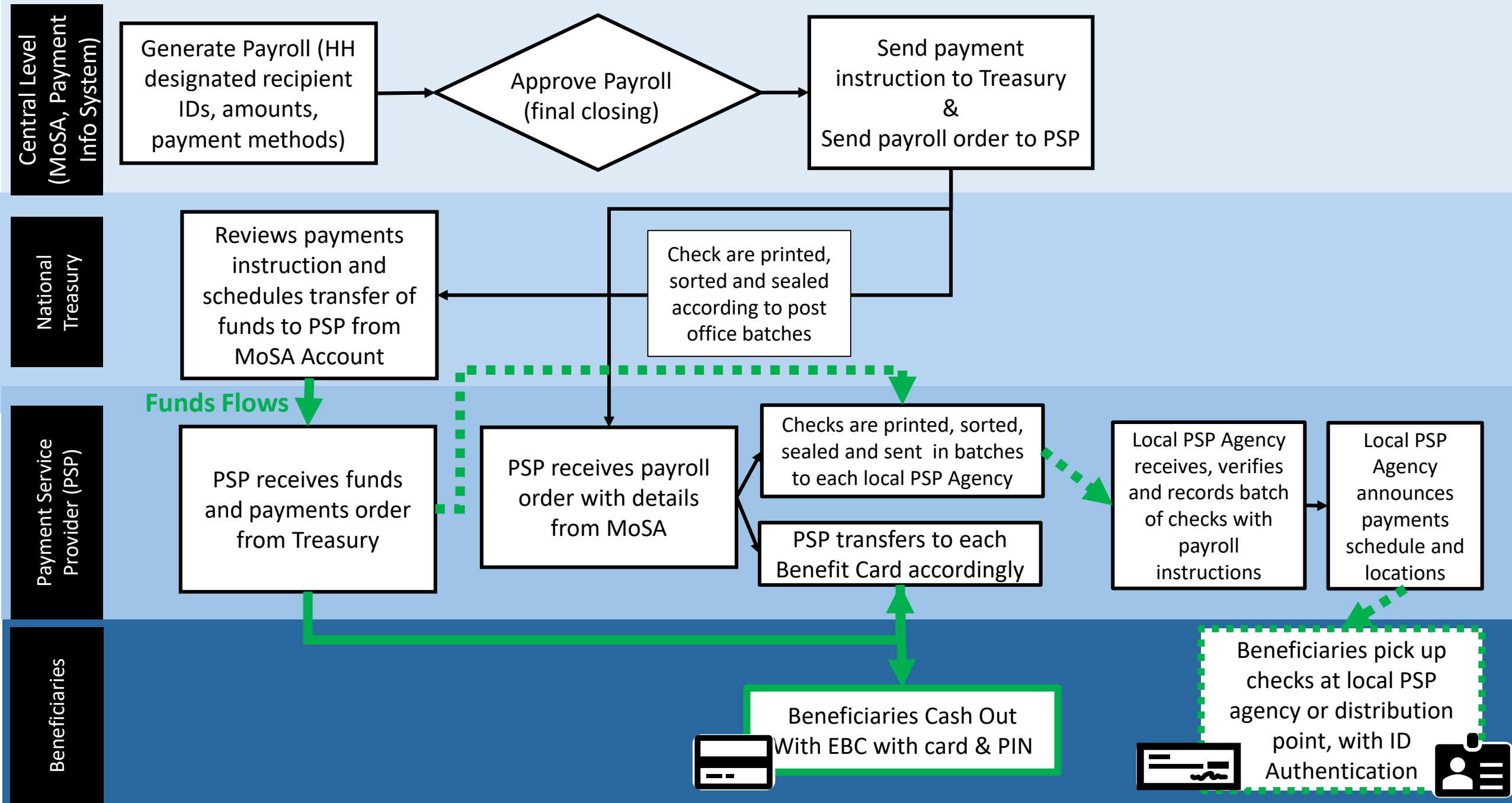
Payments Administration



Payments Service Provision



How are Payments Implemented? Composite Example – with Digital EBCs & Manual Payments



Multi-actor/ Multi-sector agenda

Payments Administration



Establishment of payroll: Interoperability of BOMS & Social Registry and ID system(s)

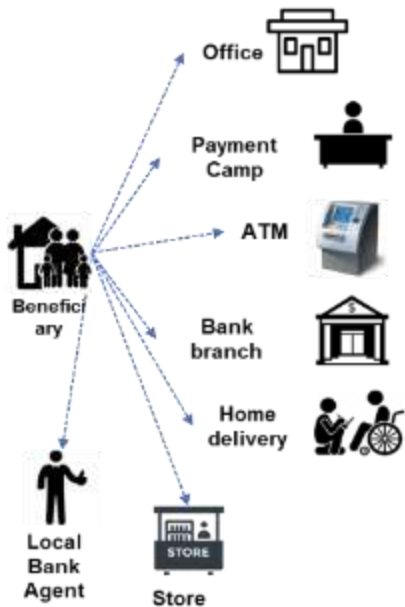
Payments management : Interactions with MOF (Treasury) and Payment Service Provider(s) (PSP) for the delivery of funds

Reconciliation of payments: Confirmation of who and when received the benefits

Process (administration) maps for: Nigeria, Ghana, Indonesia, Turkey, Pakistan, Bangladesh

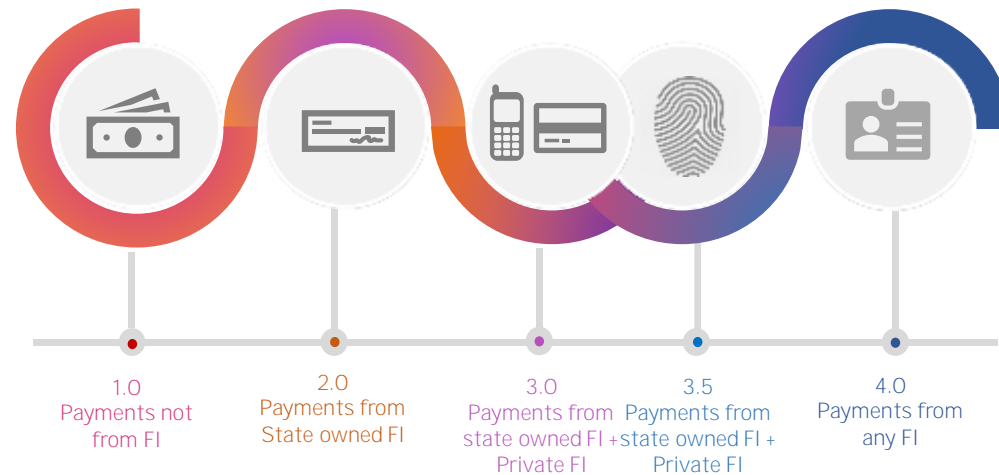
Technology support payments admin: from excel list (Ghana), to payments module in BOMS (Turkey), payment 'gateways' to provide interoperability with PSP (Zambia) or even block chain (Australia)

Payments Service Provision



Rapid evolution in payments delivery mainly linked to technological development and financial sector regulatory changes

EVOLUTION OF SAFETY NET PAYMENT IN BANGLADESH



Instrument	--	Cheque	Mobile Phone & Debit Card	Mobile Phone & Debit Card+Biometric	National ID
Security	Unsecured	Semi secure	Secure	Fully secure	Fully secure
Modality	--	PSP based	PSP based	PSP based	Customer centric

Source: Aziz, Cho, Nishikawa Chavez, 2018

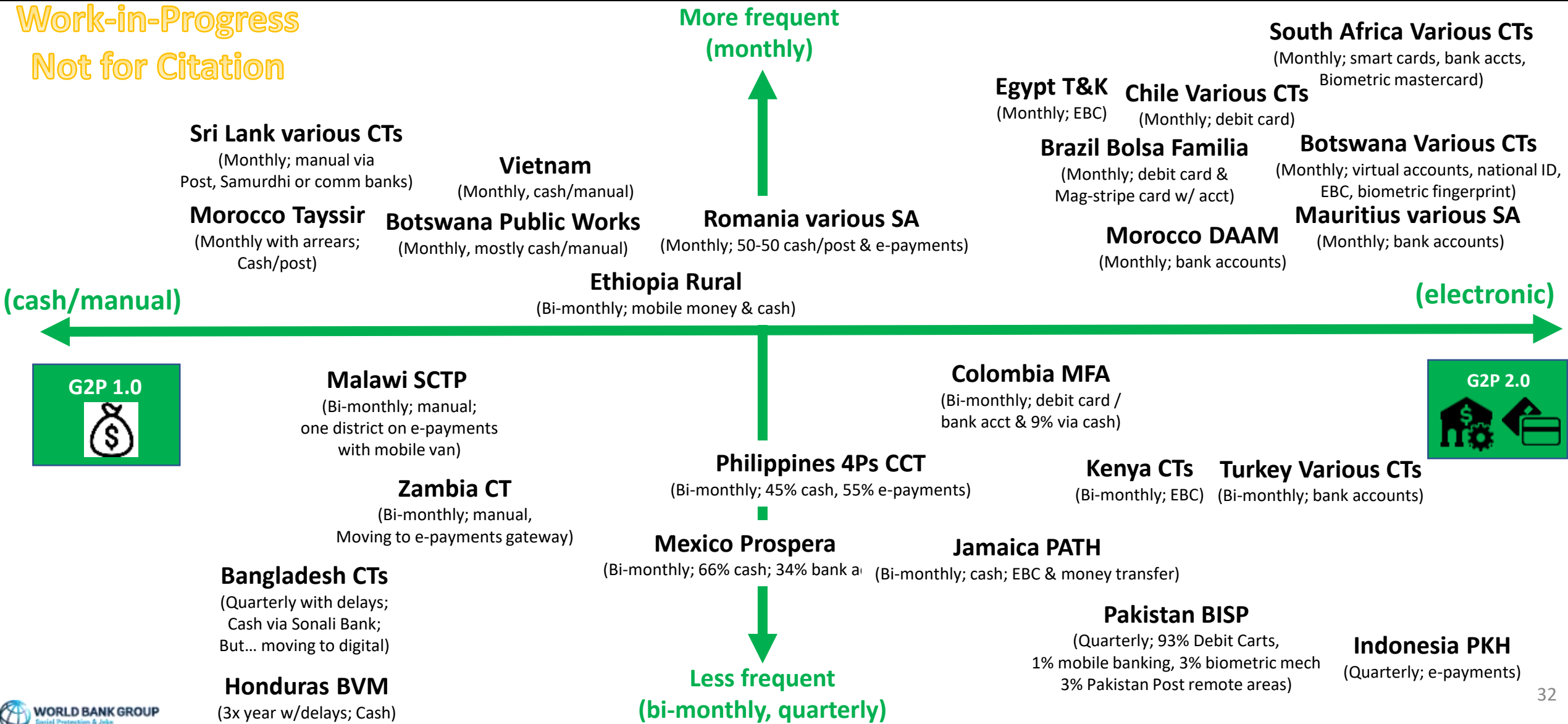
- Actors/PSP (and inst. arrangements)
- Methods (manual vs. electronic)
- Instruments (cash, voucher, cards, e-wallets, biometric)
- Frequency
- Indicative Costs
- Innovations (including behavioral nudges)

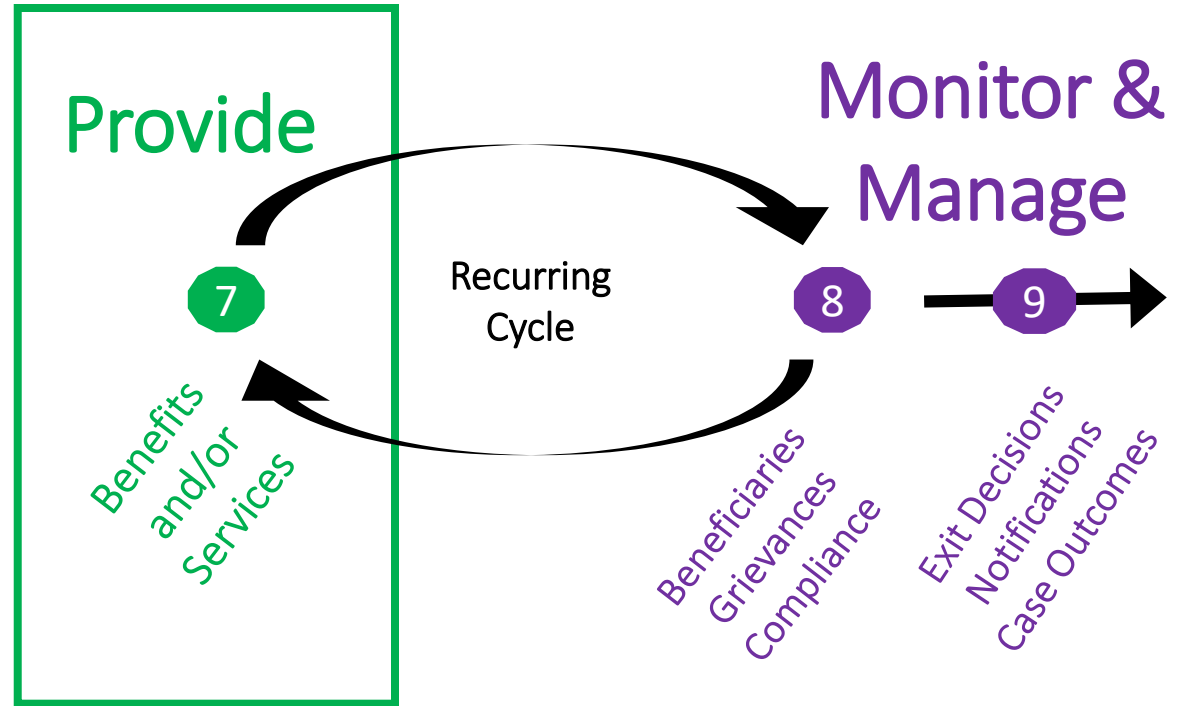


Some countries pay SA benefits in digitally, many still manually.

Frequency of payments varies

Work-in-Progress
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Chapter 7: Provision of Social & Labor Services



Typologies of Social Services by Risk Groups (Children, Youth, Adults, Disabled, Elderly, etc.)



Examples for
children

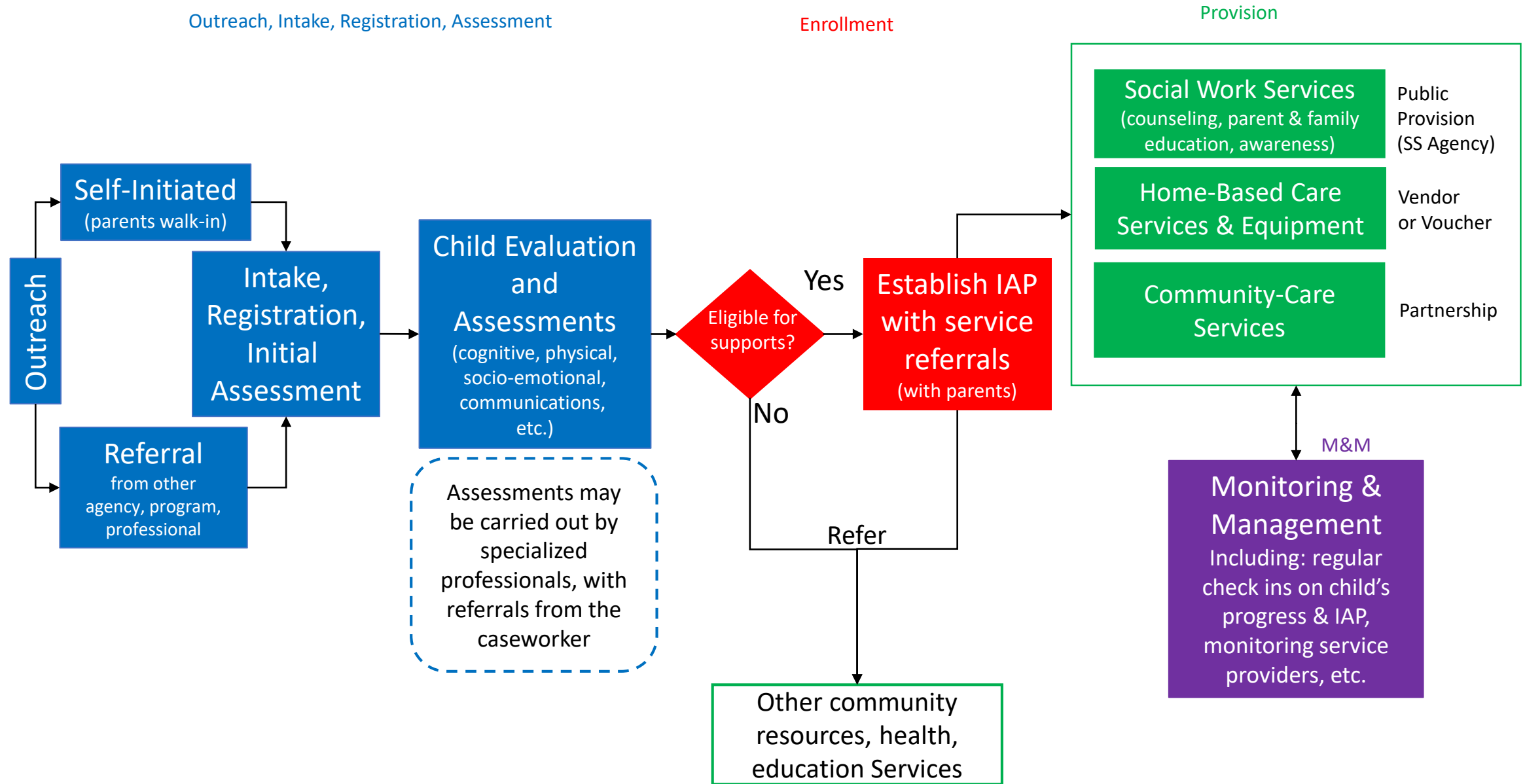
Table 7.2 - Typology of Social Services: Examples for Children (Ages 0-18)

Risk group	Social Work Services			Care Services (Direct Provision)			Other
	Information, Awareness	Intermediation, Referrals	Counseling, Mediation	Home-Based	Community -Based	Institutional	Specialized
Children facing potential delays in development or disabilities	Parenting & ECD Classes, Support Groups, Special instruction	Specialized assessments (learning, psycho-social, occupational, physical)	Counseling for behavioral needs, Family Counseling	Assistive tech, home adaptations, Respite care, Personal care	EI Programs, Day care Learning support, tutoring, IEPs OT, PT, SLT Transport	Residential Habilitation, Care	Health services, Medical or other specialized equipment or materials
Children at risk of neglect, Abandon-ment abuse	Child abuse Hotline, Child abuse prevention, awareness	Child abuse screening, risk assessments, Service referrals	Child -Family counseling, Mediation, Reunification planning	Home visits, in-home protective services, support to foster care families	Child protective services, crisis center, shelters, placement to foster care families	Residential centers for protective cases	Protective case management for children's protection, Adoption, Legal advocacy

Source: Authors' compilation. Sourcebook on the Foundations of Social Protection Delivery Systems. The World Bank.

ECD = Early Childhood Development; EI = Early Intervention; IEP = Individualized Education Plan; OT=Occupational Therapy, PT = Physical Therapy, SLT = Speech-Language Therapy

Delivery Chain for Social Services for Children @ Risk of Developmental Delays or Disabilities (Composite Example)



Typologies of Labor Services

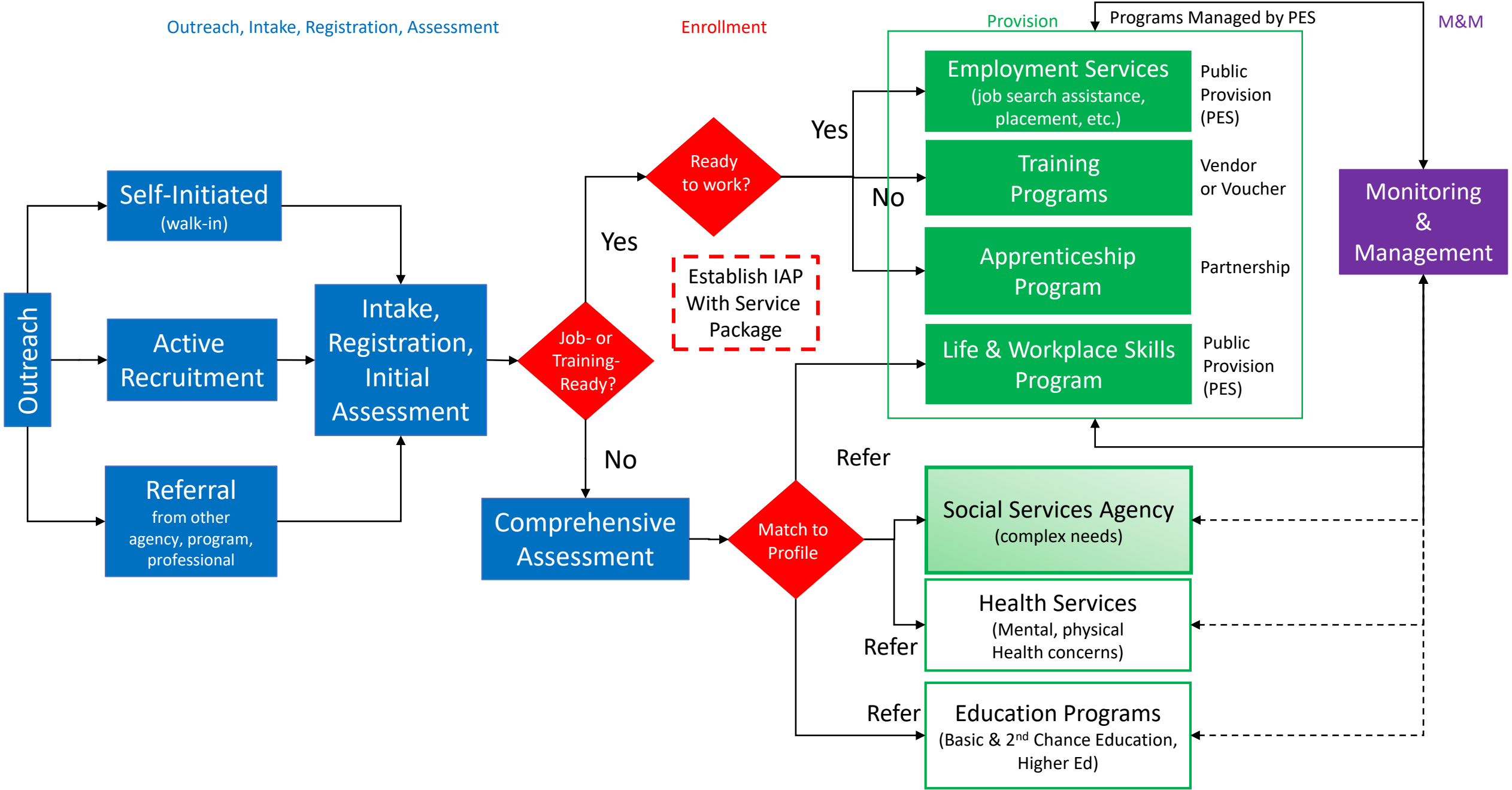
Table 7.6 – Taxonomy of Labor Services for the Short-Term and Long-Term Unemployed by Type of Service

Risk Group	Benefits (Passive or Active)	Employment Services: helping people find jobs		Employability-Enhancing Services / ALMPs: helping people become more employable
		Information, orientation	Counseling, Intermediation, Activation Casework	
Short-Term Unemployed (similar for youth/first-time job seekers)	<ul style="list-style-type: none"> ST benefits (UI or UA), usually with IAPs & co-responsibilities Back-to-work incentives Start-up support for businesses, entrepreneurship 	<ul style="list-style-type: none"> Self-service tools Job matching platforms Websites and call centers 	<ul style="list-style-type: none"> Job search assistance Caseworker guidance and monitoring, including IAPs Job referrals Career counseling 	<ul style="list-style-type: none"> Training to refresh or upgrade skills Entrepreneurship training Apprenticeships Wage subsidies for firms to hire unemployed or first-time job seekers Subsidies for firms to adjust working place or to purchase assistive technology for employees with disabilities
Long-Term Unemployed (LTU)	<ul style="list-style-type: none"> LT benefits (UA or SA after UI runs out), usually with IAPs & co-responsibilities 	<ul style="list-style-type: none"> Self-service tools & job matching platforms Outreach activities for youth, discouraged, inactive workers 	<ul style="list-style-type: none"> Intensified counseling and caseworker guidance, including IAPs Some job search assistance, referrals Mentoring 	<ul style="list-style-type: none"> Job-readiness and soft-skills training Occupational / technical skills training Basic & second-chance education Digital literacy Wage subsidies for firms to hire LTU Public works/job creation

Source: Authors' compilation based on: Kuddo (May 2012); Loxha and Morgandi (August 2014); Brown and Koettl (2015).

ST = Short Term; UI = Unemployment Insurance; UA = Unemployment Assistance; IAP = Individualized Action Plans; LT = Long Term; SA = Social Assistance; LTU = Long Term Unemployed.

Composite Example: Labor Services for Youth-at-Risk (NEET)



Quality Standards for Provision of Labor & Social Services

Examples for social services



Table 7.7 - Examples of quality standards for specific social services targeted at demographic groups

Specific service and criteria for quality standards

Early childhood development, education and care services (ECEC):

- Accessible, available and affordable to families and children, encouraging participation, diversity and social inclusion
- Well qualified staff with continuous training and supportive working conditions that facilitate observation, reflection, innovation, planning and teamwork with parents
- Curriculum based on pedagogical goals and values, combining education and care for holistic development, to ensure children's full potential and joint engagement of staff, children and parents
- M&E processes to support continuous improvements on the best interest of the child
- Strong governance with clear roles and responsibilities for all stakeholders

Services for youth at risk:

- Young people are included in design, implementation and evaluation to ensure responsiveness to their needs
- Service complies with legislation applicable to children and young people, includes health and safety procedures and provides supportive environment
- Contain a range of effective youth work methodologies, helping to develop technical, personal and social skills
- Practice of innovation and critical reflection

Home, community and Institutional care for the elderly:

- Free choice of provider
- Staff's qualification for personalized care
- Low levels of bureaucracy
- Structural quality including physical environment and exploitation of technologies
- Federal funding at least assures minimum standards for quality of elderly care

Modalities for Integrated Service Delivery (Labor and/or Social Services)



Table 7.9 – Instruments for integrated provision of services

Instrument	Levels of integration		
	Information and Orientation	Intermediation	Case Work
Information Systems	Service Mapping with additional information for managing and improving the system (number and types of requests, etc.)	Contains specific information about the client. Ideally this system would automatically calculate the eligibility for each individual/family. It also serves for the referrals.	More sophisticated system that supports assessment (information gathering and eligibility calculation), planning (preparing the joint plan), and monitoring the joint plan. Serves the referrals and counter-referrals.
Service Mapping	Contains information on generic characteristics such as location, schedule, main eligibility criteria, type of support, etc.	Must contain detailed information on the eligibility criteria, and the specific schedule or timing for receiving new beneficiaries	Similar details as for intermediation
Referral and Counter-referral mechanisms	N.A.	Simple service protocols, often just general agreements to collaborate	More detailed service protocols specifically containing how the referral and counter-referrals would be done, and the joint monitoring of the case
Single Case File	N.A.	File including simple information, from a short screening, generally not sent to other programs	More detailed file, containing information from assessment, joint plan and activities, and monitoring of progress informed by the services themselves (and not the clients)

Source: Authors' compilation. Sourcebook on the Foundations of Social Protection Delivery Systems. The World Bank.



Provide

7
Benefits
and/or
Services

Recurring
Cycle

Monitor &
Manage

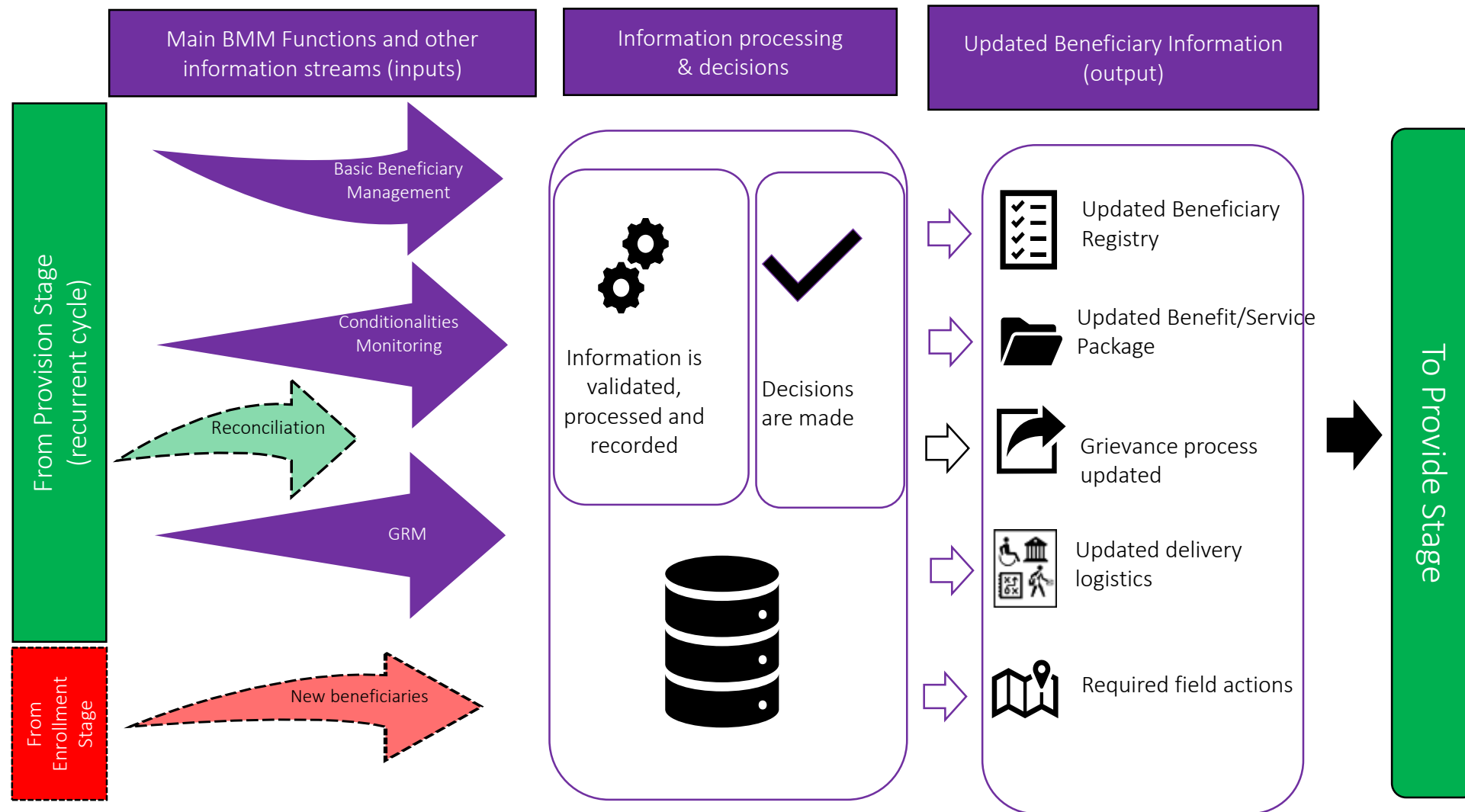
8
Beneficiary Monitoring
Grievance Redress
Compliance Monitoring

9
Exit Decisions
Notifications
Closing Cases

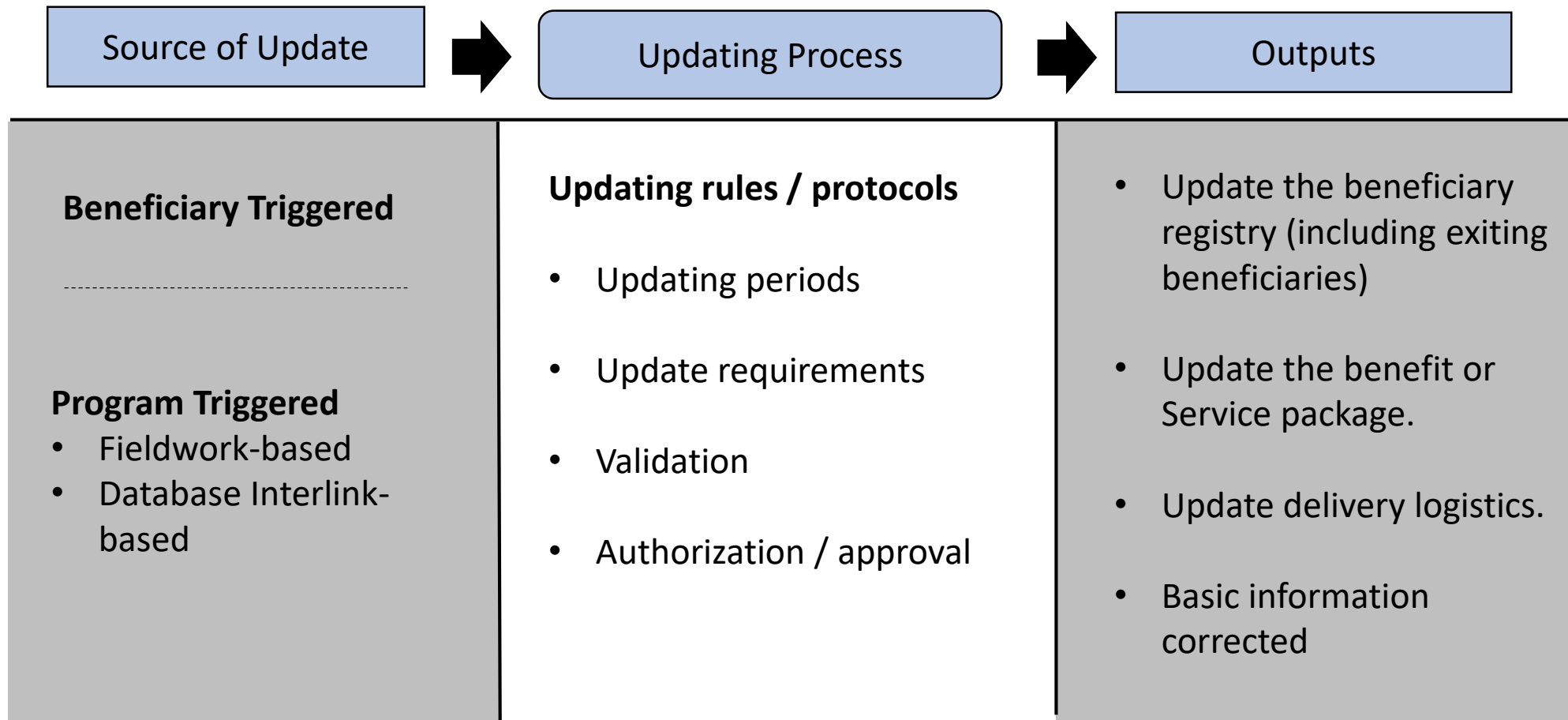
Chapter 8: How to Monitor & Manage Beneficiaries?

8

Beneficiary Monitoring and Management Framework



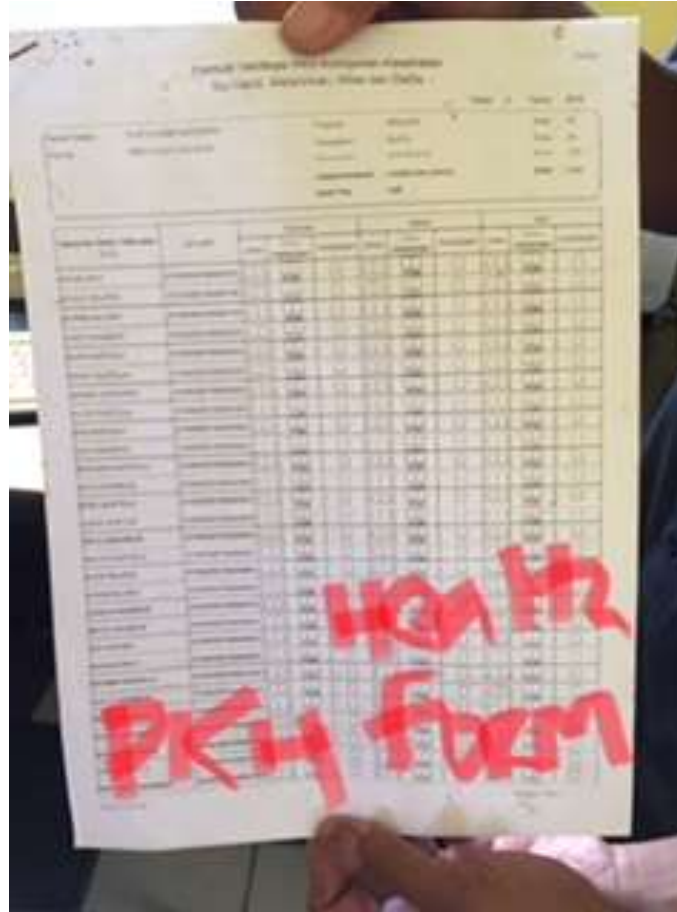
Basic Beneficiary Management Framework



How do CCTs Monitor Conditionality? How Long Does it take? Three factors come into play....



Compliance Monitoring Period
for each Implementation Cycle

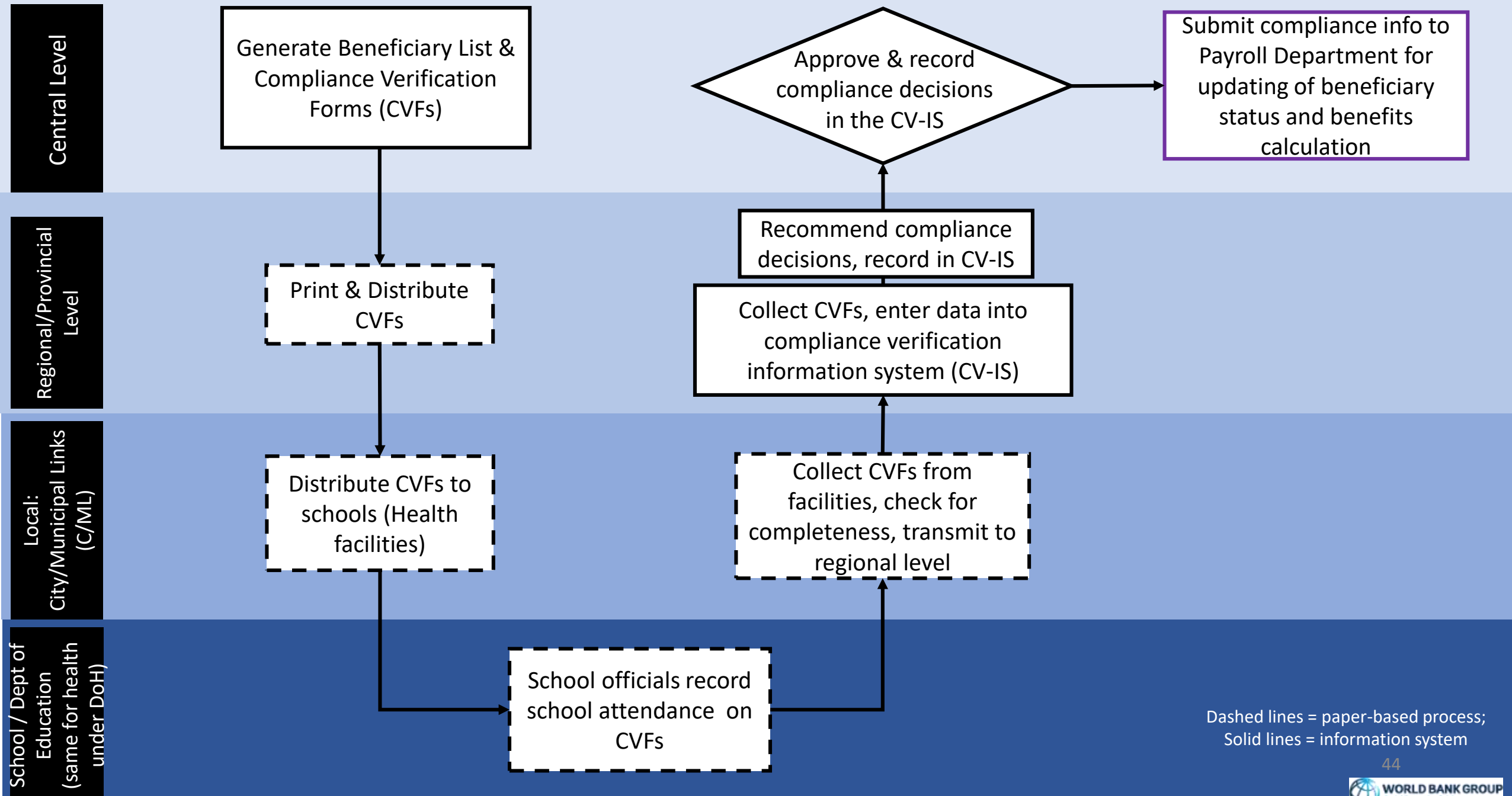


Compliance Verification Processing
(U Shape Process)



Consequences for Non-Compliance:
Policy Stance + Processing

How is Compliance Verified? Typical “U-shape” process (simplified Philippines 4Ps Example for Education)





Linking Conditionalities to Payments In the Master Schedule

Turkey's CCT:

All payments directly linked to compliance information

Turkey CCT - Education & Health	Month 1	2	3
Compliance Period	CP1		Continue next cycle...
Compliance Verification Period & Link to Payroll			CV + links to payroll (2-3 hours)
Payments Frequency	Bi-Monthly		Bi-Monthly

Brazil Bolsa Familia: Monthly payments (12 times per year) with....

Links to compliance with **education** conditionalities four times per year...

Brazil BFP - Education	Month 1	2	3	4
Compliance Period	CP1 (Two months)		Continue next cycle...	
Compliance Verification Period & Link to Payroll			CVP1 (actual < 1 month)	Compliance linked to Payroll
Payments Frequency	Monthly	Monthly	Monthly	Monthly

Links to compliance with **health** conditionalities Twice a year...

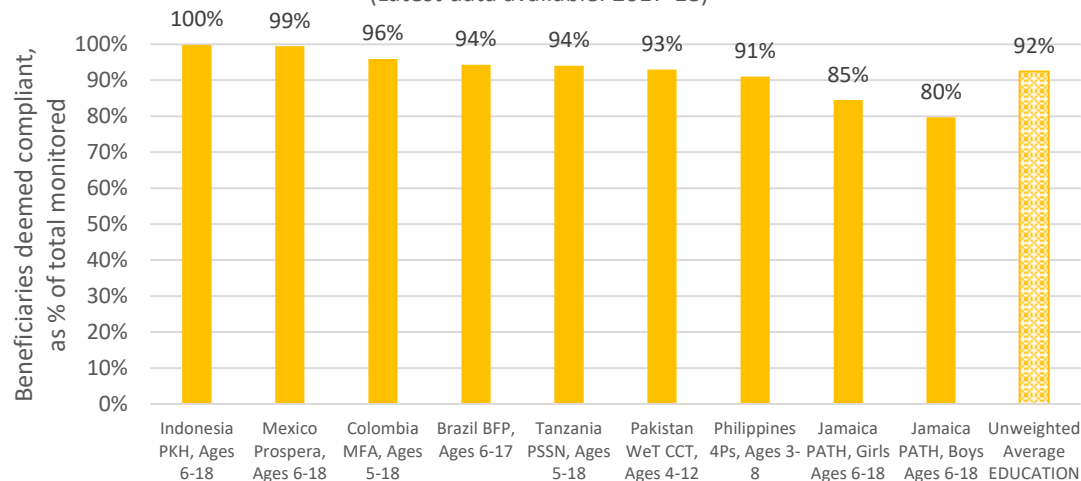
Brazil BFP - Health	Month 1	2	3	4	5	6	7	8	9
Compliance Period	CP1 (Six months compliance period)						Continue next cycle...		
Compliance Verification Period & Link to Payroll							CVP1 (actual time is less, but 2 months allotted)		Compliance linked to Payroll
Payments Frequency	Monthly	Monthly	Monthly	Monthly	Monthly	Monthly	Monthly	Monthly	Monthly

Compliance Rates vs. Monitoring Rates

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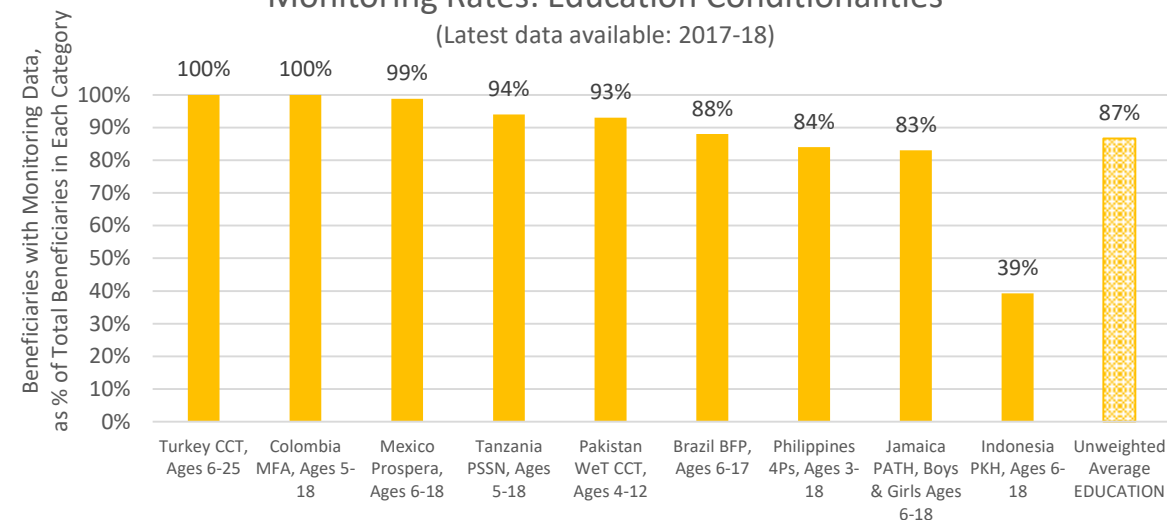
Compliance Rates: Education Conditionalities

(Latest data available: 2017-18)



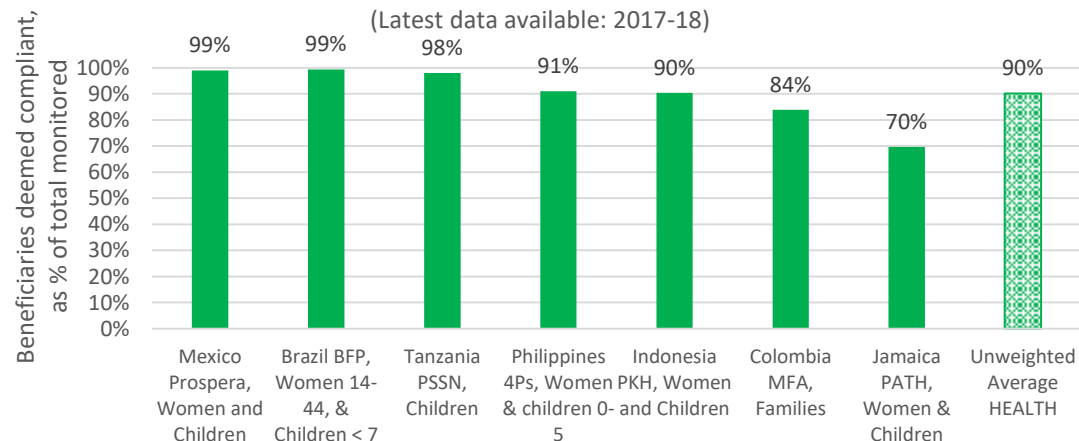
Monitoring Rates: Education Conditionalities

(Latest data available: 2017-18)



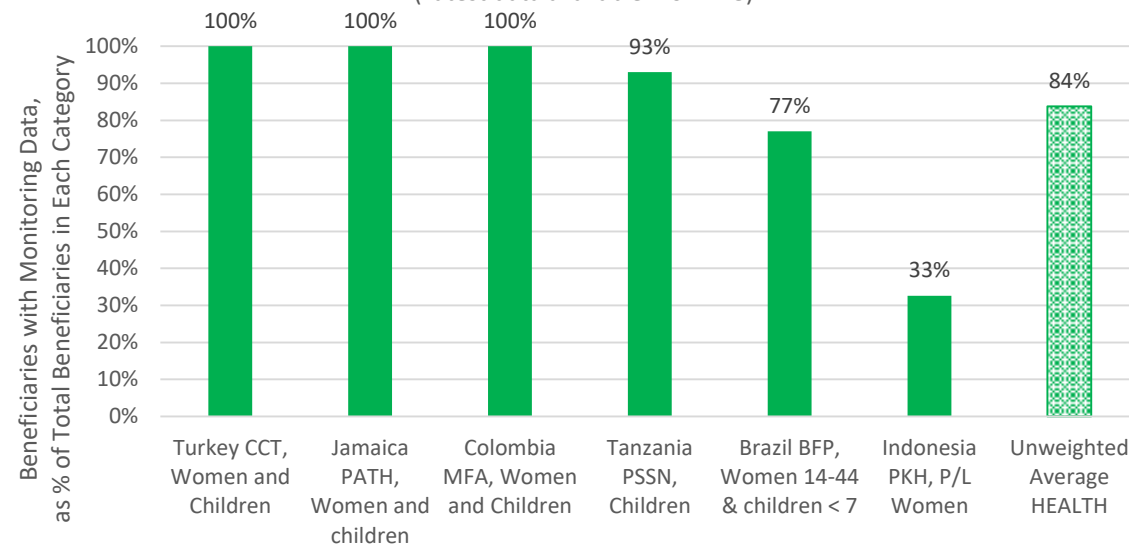
Compliance Rates: Health Conditionalities

(Latest data available: 2017-18)

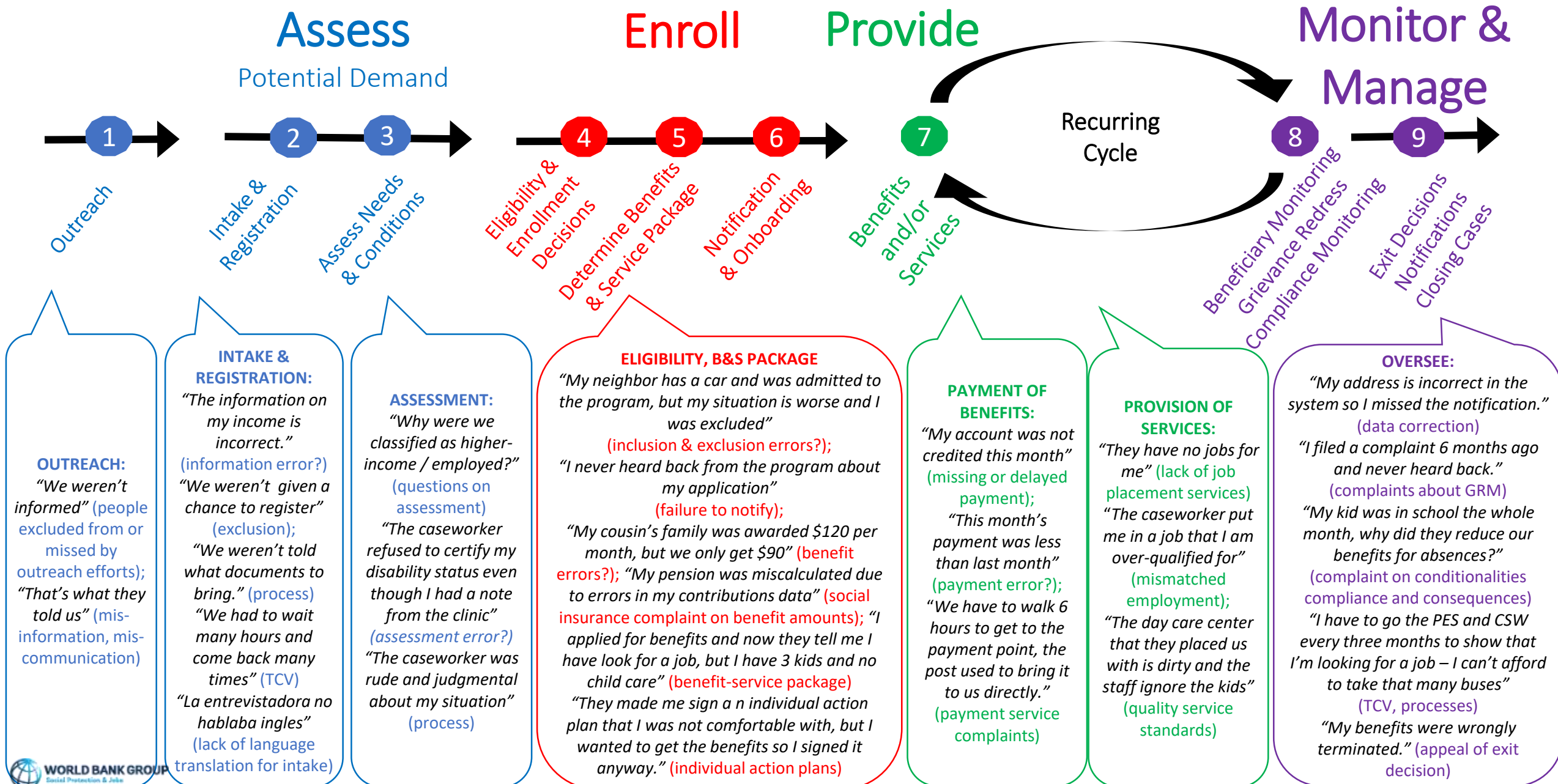


Monitoring Rates: Health Conditionalities

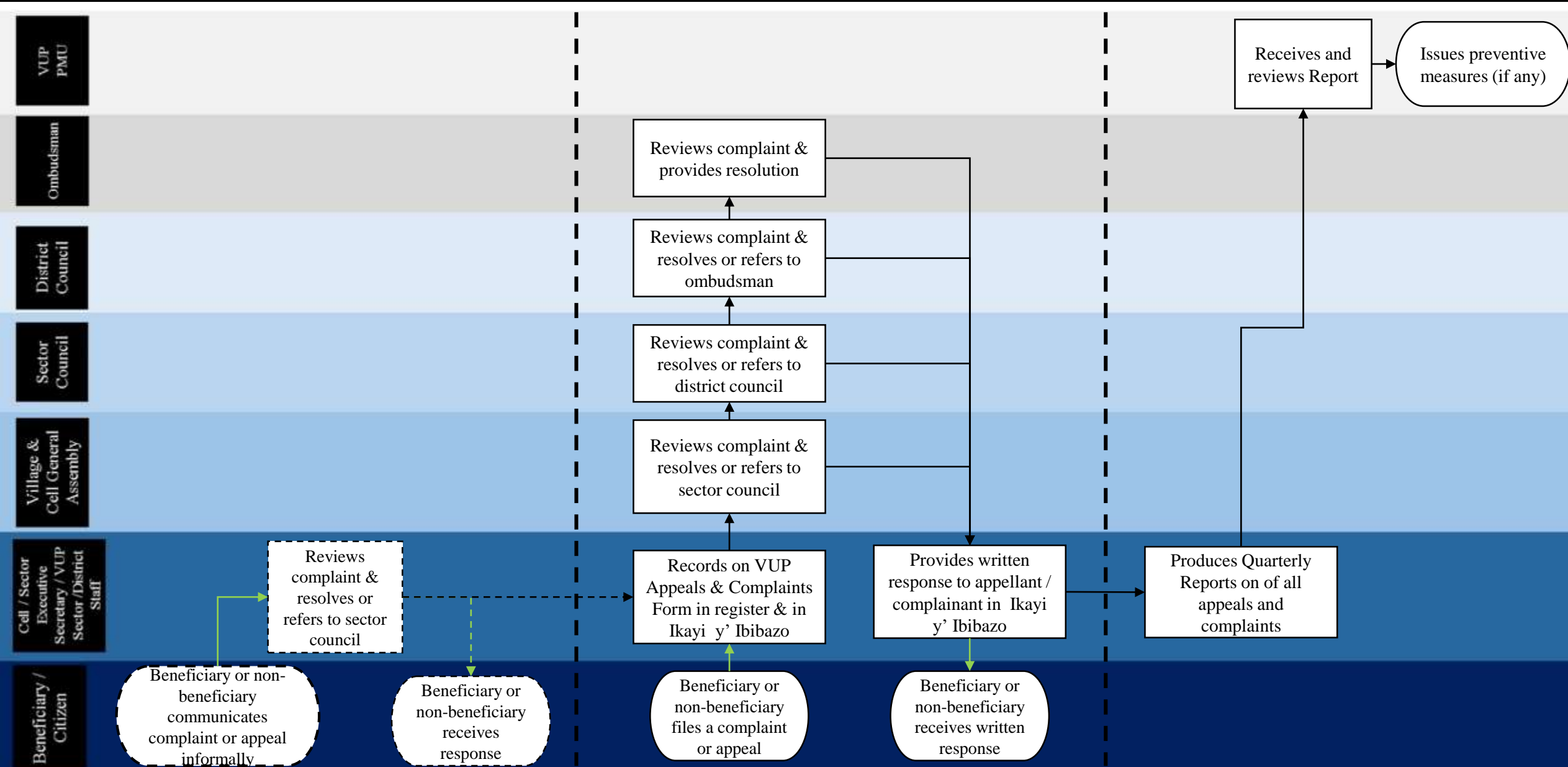
(Latest data available: 2017-18)



Grievances, Complaints, Appeals Along the Delivery Chain: Examples



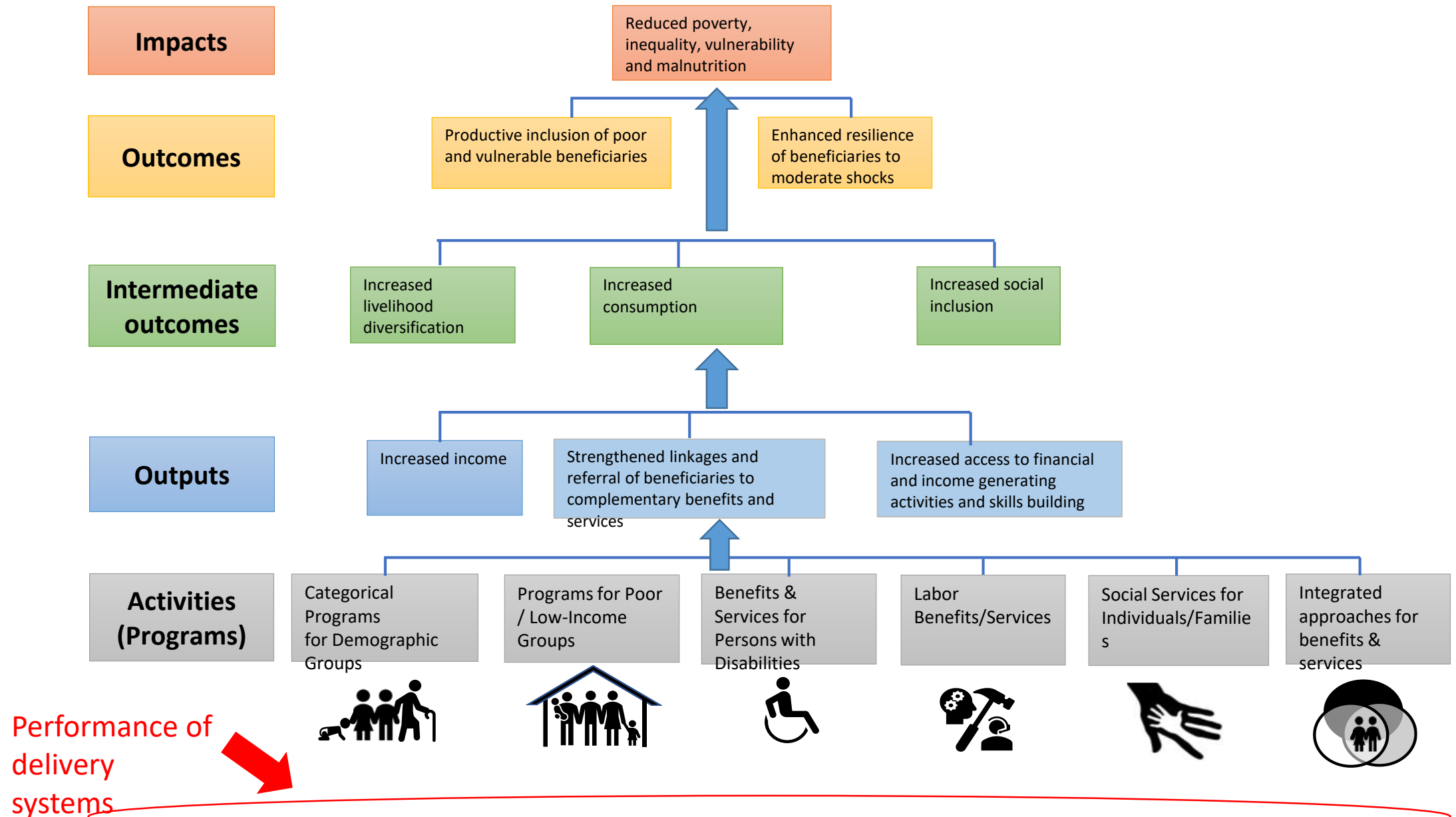
Rwanda's Vision 2020 Umurengere Program (VUP): Summary Process Map for GRM System



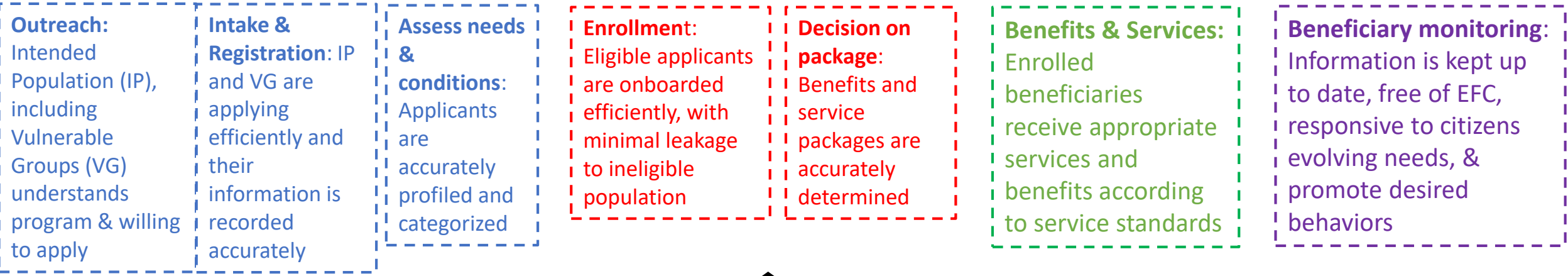
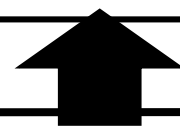


Chapter 9: Performance of Delivery Systems

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



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

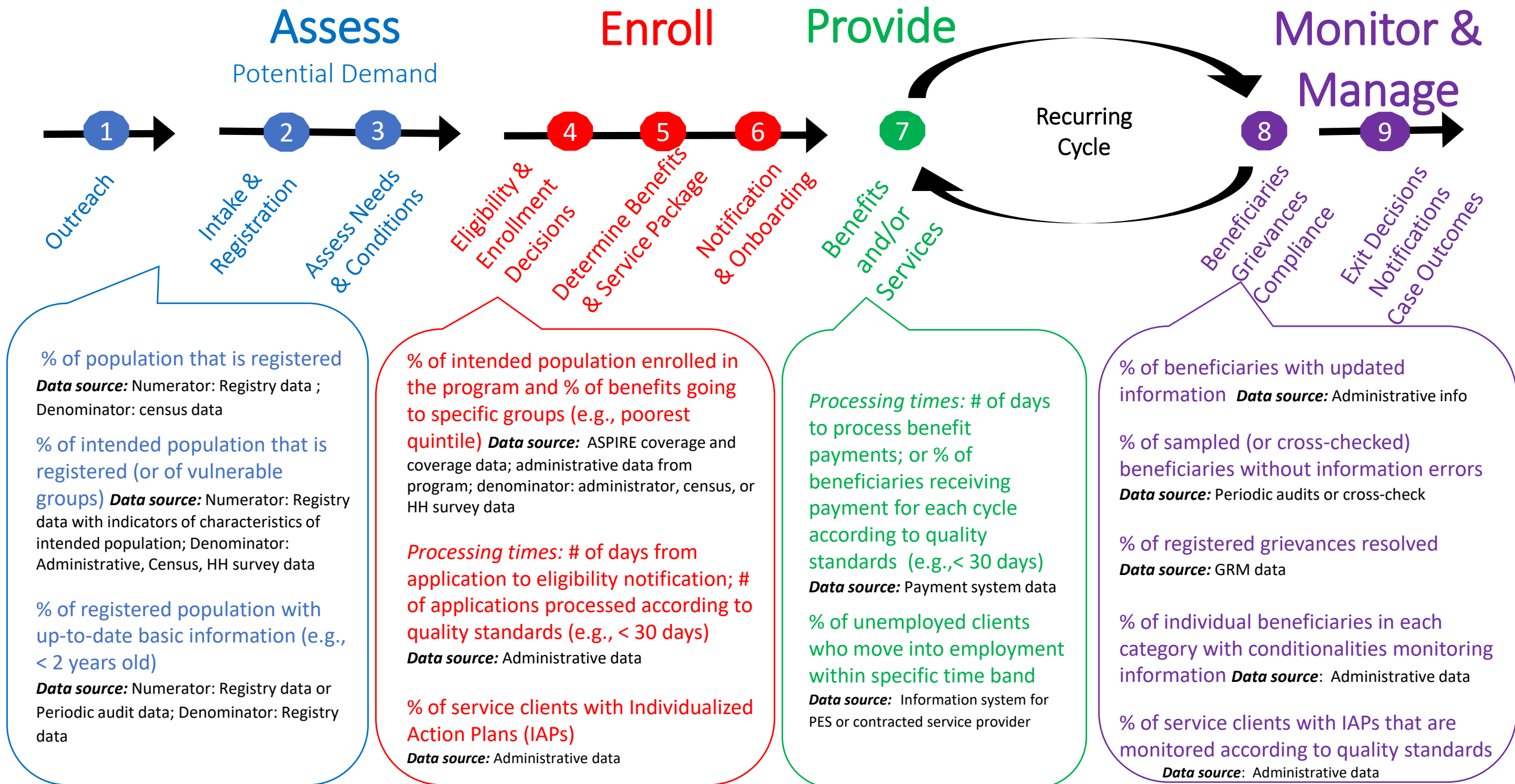


Information systems are **robust** (with complete, accurate, unique information); **secure** (protect data privacy and ensures transaction safety); **efficient** (minimizes time and money involved in providing, curating, and accessing information) ; **interoperable and dynamic**

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

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

Delivery Systems Performance Indicators: Examples



Menu of assessment options for delivery systems

Process Evaluation

- **Objectives:** Focus on implementation processes to identify what works, what doesn't and why, and how to remedy issues
- **Approach:** A range of evaluation methods (quantitative and qualitative) can be leveraged, including user satisfaction or beneficiary feedback surveys

Business Process Reviews

- **Objectives:** Assess the effectiveness of specific business processes or procedures, typically communication, intake and registration, payment provision, grievance handling
- **Approach:** Process mapping, process definition chart

Compliance audits/checks

- **Objectives:** Determine whether the rules and procedures are being undertaken in accordance with the requirements of the program and standards operating procedures
- **Approach:** Spot checks, sample recheck, to validate the accuracy of the information

Efficiency Analysis

- **Objectives:** Compare costs of alternative systems or processes, and relate costs to outcomes
- **Approach:** Setting out a baseline scenario against which the incremental costs and benefits will be measured, monetizing costs, produce a cost effectiveness ratio

Information Systems Reviews

- **Objectives:** Determine whether the information systems, related resources and their environment are appropriate (safeguard assets, maintain data integrity, provide reliable information and consume resource efficiently)
- **Approach:** Review of data management procedures, data entry, data quality verifications

Institutional Reviews

- **Objectives:** Diagnostic of the institutional and operational structure of the agency or program to establish whether management system, policies, staffing, organizational structure are appropriate
- **Approach:** A range of methods, including staff survey, benchmarking, institutional mapping

Selected Trends in Delivery System Developments

- Surge in digital technologies applied to service delivery

- Digital payments
- Cloud technologies
- Process automation and AI
- Big data analytics

➔ Every problem is a nail to the person with a hammer (!) Assess need and use for technology; Pay attention to data protection and privacy

- Many countries are developing integrated services/benefits delivery approaches. Includes an emphasis on Social Registry/Beneficiary Registry with dynamic inclusion as common gateways for multiple programs (Chile, Brazil, Turkey, Georgia, etc.)

➔ Integration of services may be the wave of the future (employment and social services, emergency assistance and housing)

Selected Trends in Delivery System Developments

- Increasing attention among some governments and institutions to “human-centered design” considerations for delivery systems. Technology is only useful if people can use it (beneficiaries as well as administrators). Leads to a concern over institutional capability for delivery.
- ➔ **Institutions matter, along with budgets, processes and skilled human resources**

Key Messages from the Sourcebook

- Delivery systems evolve over time. Starting points matter (path dependency)
- Keep it simple, do it well (!)
- The weakest link affects the whole system (interconnectedness)
- First mile of client interface matters (often neglected)
- Avoid developing delivery systems in isolation (whole-of-government approach)
- Delivery systems in social protection can enable interventions in other sectors (e.g. health insurance, scholarships, housing, human capital interventions)
- There is no single blueprint for delivery systems, but there are commonalities and context-based good practices.

Social Safety Nets and Delivery Core Course Week 1

	Day 1 – Monday, Oct 28 Preston Auditorium	Day 2 – Tuesday, Oct 29 Room J B1-080	Day 3 – Wednesday, Oct. 30 Room J B1-080	Day 4 – Thursday, Oct. 31 Room J B1-080	Day 5 – Friday, Nov. 1 Room J B1-080
8:00 - 8:45 am	Welcome breakfast	Light breakfast	Light breakfast	Light breakfast	Light breakfast
8:45 – 9:00 am		Welcome and daily overview <i>Margaret Grosh</i>	Daily overview Sign-up/instruction for group work <i>Julietta Trias, Adea Kryeziu</i>	Daily overview	Daily overview
THEMES		Overview	Delivery(I)	Delivery (II)	Safety nets and jobs
9:00-10:30 am Session 1	Please see Day 1 Agenda	Lecture Social safety nets: a primer and course overview <i>Ugo Gentilini</i>	Lecture/Panel Communication and outreach in social safety nets <i>Surat Nsour</i>	Lecture Social registries and integrated social information systems <i>Phillippe Leite, Tina George</i>	Lecture Safety nets and economic inclusion <i>Colin Andrews, Syed Hashemi, Edmundo Murrugarra</i>
10:30 - 11:00 am	Coffee/tea break	Coffee/tea break	Coffee/tea break	Coffee/tea break	Coffee/tea break
11:00-12:30 pm Session 2	Please see Day 1 Agenda	Lecture Delivering safety nets: a framework <i>John Blomquist</i>	Lecture Institutions and coordination <i>Tina George</i>	Lecture/panel Case management in programs and services <i>Sara Giannozzi</i>	Lecture Connecting transfers and activation <i>Matteo Morgandi</i>
12:30 – 2:00 pm	Lunch break	Lunch with Practice Managers	Lunch session Payments mechanisms, experiences and tools <i>Silvia Baur-Yazbeck, Ioana Botea, John Gachigi, Ana Veronica Lopez, Amr Moubarack, Nilima Ramteke, Luz Rodriguez</i>	Lunch break	Lunch session The power of data: ASPIRE <i>Oleksiy Ivaschenko, Usama Zafar</i>
2:00-3:30 pm Session 3	Please see Day 1 Agenda	Lecture Choices in cash transfers: key design parameters <i>Margaret Grosh</i>	Lecture Targeting: concepts and practice <i>Phillippe Leite</i>	Lecture Monitoring safety nets implementation <i>John Blomquist, Ines Rodriguez Caillava</i>	Panel Public works as safety nets <i>Endeshaw Tadesse, Sarah Coll-Black, Paul Bance, and Arthur Alik-Lagrange</i>
3:30 – 4:00 pm	Coffee/tea break	Coffee/tea break	Coffee/tea break	Coffee/tea break	Coffee/tea break
4:00 - 5:30 pm Session 4	Please see Day 1 Agenda	Panel The economics and politics of safety nets: how to “make the case” <i>Aline Coudouel, Benedicte de la Briere, Iftikhar Malik, Manuel Salazar</i>	Interactive Targeting: performance measurement and ASPIRE <i>Phillippe Leite, Oleksiy Ivaschenko, Claudia Rodriguez Alas</i>	Interactive Group work <i>Adea Kryeziu</i>	Lecture Social pensions: issues and perspectives <i>Robert Palacios and Margaret Grosh</i>
	Group Photo and Reception				

Social Safety Nets and Delivery Core Course Week 2

	Day 6 – Monday, Nov 4 Room J B1-080	Day 7 – Tuesday, Nov 5 Room J B1-080	Day 8 – Wednesday, Nov 6 Room J B1-080	Day 9 – Thursday, Nov 7 Room J B1-080	Day 10 – Friday, Nov 8 Room J B1-080
8:15 - 8:45 am	Light breakfast	Light breakfast	Light breakfast	Light breakfast	Light breakfast
8:45 – 9:00 am	Daily overview	Daily overview	Daily overview	Daily overview <i>Adea Kryeziu</i>	Daily overview
THEMES	Safety nets and human capital	Safety nets, crises and adaptation	Financing and financing	Group presentations	Feedback and closing
9:00-10:30 am Session 1	Lecture Safety nets, human capital and early years investments <i>Laura Rawlings, Julieta Trias</i>	Lecture Resilience, adaptive social protection and humanitarian assistance <i>Julie Dana, Thomas Bowen Vaughan, Patrick Premand, Asha Williams, Sarah Coll Black</i>	Lecture Financing social protection: issues and practices <i>Alexander Pick</i>	Participants' presentations and discussion	Reflections on key emerging issues and learning Facilitated discussion <i>Ugo Gentilini, John Blomquist, course participants</i>
10:30 -11:00 am	Coffee/tea break	Coffee/tea break	Coffee/tea break	Coffee/tea break	Coffee/tea break (course evaluation)
11:00-12:30 pm Session 2	Panel Gender, violence and safety nets: cross-country evidence and practices <i>Mattias Lundberg, Aline Coudouel, Diana Jimena Arango, Alessandra Heinemann</i>	Panel Safety nets in conflict and displacement settings <i>Rebekka Grun, Afrah Alawi Al-Ahmadi, Mirey Ovadiya</i>	Interactive Evaluating safety nets <i>Patrick Premand</i>	Participants' presentations and discussion	'Bringing it all together': a system view <i>Anush Bezgharyan, Margaret Grosh</i> Official closing and certificate distribution:
12:30 – 2:00 pm	Lunch session Food-based safety nets: programs and evolution <i>Harold Alderman</i>	Lunch break or interactive Lunch with Practice Managers or group work	Field trip (box lunch) DC DHS visit of US safety nets implementation <i>Ines Rodriguez Caillava</i>	Lunch break	
2:00-3:30 pm Session 3	Panel Behavioral approaches to enhance cash transfers <i>Laura Rawlings, Andrea Vermehren, Saugato Datta and Josh Martin</i>	Panel Adapting safety nets to urban areas <i>Ugo Gentilini, Ellen Hamilton, Judy Baker, Andrea Vermehren</i>		Participants' presentations and discussion	
3:30 – 4:00 pm	Coffee/tea break	Coffee/tea break		Coffee/tea break	
4:00 - 5:30 pm Session 4	Interactive Group work <i>Adea Kryeziu</i>	Interactive Economic crises and energy subsidy reforms <i>Amr Moubarak, Adea Kryeziu</i>		Participants' presentations and discussion	



Thank You!