**Global Coalition for Social Protection Floors Annual Strategy Meeting**

**November 2019, Geneva**

**Concept note for a discussion of the GCPSF’s focus and activities in the EU-funded Action Programme on Social Synergies in Social Protection and Public Finance Management**

**Background reading shared in advance (Annexes)**

* Global GCSPF Memorandum of Understanding regarding the Action Programme
* Term of Reference for Country-level Stakeholders in the Action Programme

**Moderator:**

* Florian Juergens, HelpAge International

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| **Item** | **Time**  |
| **Introduction to the EU-funded Action Programme:**Short overview on the:1. Timeline, budget, thematic and geographic focus of the Action
2. Overall institutional arrangements and governance of the Action

Questions and clarifications | 10 min |
| **Introduction to the GCSPF’s engagement in the Action Programme:**1. GCSPF’s budget, thematic and geographic focus in the Action
2. GCSPF’s implementation approach and governance at global and country-level
	1. Presentation of the GCSPF’s global MoU and Country-level ToR
 | 10 min |
| **Collecting advice on GCSPF’s activities at country-level**Collective brainstorm and sharing of ideas on how the GCSPF can successfully implement activities at the country-level. Collect good practices and past experiences from members. | 30 min |
| **Discussing the global role of the GCSPF in the Action Programme** Building on, and complementing, the country-level implementation, how can the GCSPF leverage the involvement in the Action Programme to further our objectives on rights-based social protection?Brainstorm on our global role could include (but are not limited to):1. What research do we want to undertake in the context of this programme?
2. How can we share the learning emerging from the programme’s implementation and research?
3. How can we utilize the expertise in the GCSPF (beyond those directly involved in the implementation)?
 | 30 min |
| **Wrap up and next steps**  | 5 min |

**ANNEX:**

**Global Coalition for Social Protection Floors (GCSPF)**

**Memorandum of Understanding**

**Implementation of the EU Action Programme ‘Synergies in Social Protection and Public Finance Management’**

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# **Purpose of this Memorandum of Understanding**

This Memorandum of Understanding (MOU) provides the foundation for the engagement of the Global Coalition for Social Protection Floors (GCSPF) in the EU Action Programme on ‘Synergies in Social Protection and Public Finance Management’.

In the 1st part, it summarises the EU Action Programme, and then describes the GCSPF’s focus within the programme (part 2) and outlines the key elements of the implementation approach chosen by the GCSPF (part 3). Finally, it establishes a governance, reporting and dialogue mechanism to ensure a permanent link between the coordinating organisations (playing a more active role in the effective implementation of the EU Action Programme) and the GCSPF as a whole.

# **EU Action Programme ‘Synergies in Social Protection and Public Finance Management’**

The European Commission (EC, DG DevCo) is funding a global action that seeks to strengthen national social protection systems through technical support, explorative research and capacity development, focusing on public financial management systems, budgeting and financing of social protection. The four-year global action will be implemented primarily by the International Labour Organization (ILO), with UNICEF as a key implementing partner, in eight countries (Angola, Ethiopia, Burkina Faso, Uganda, Senegal, Nepal, Cambodia, and Paraguay) around the world that are interested in strengthening their social protection systems.

In addition to the ILO and UNICEF, civil society is to be actively involved in the design, steering and implementation of the project. The GCSPF has been asked to facilitate this active participation of social protection-focused civil society in Cambodia, Nepal, Senegal and Uganda.

The global action’s focus will be on supporting governments to strengthen and expand national social protection system through systems strengthening activities towards effective, evidence-based and inclusive financial and budgeting processes. The role of the GCSPF in this context is to strengthen national civil society organizations, their capacities and structures to enable civil society actors to meaningfully participate in national social protection dialogues, amplifying the voices and concerns of communities and beneficiaries, and develop capacities to engage in discussions with governments on social protection design and financing as well as on monitoring and social accountability.

An important added value of the GCSPF in this global action is to foster closer cooperation between the different civil society organizations in a given country, with which the individual members of the GCSPF already have longstanding partnerships. What the GCSPF has been doing for quite some time at the international level, can now be strengthened as well at national level in the selected countries. Cross-country or country-specific learning and research can seek to draw lessons from these approaches and establish guidance for civil society participation in financial and budgetary processes on social protection, which could inspire or be replicated in other countries.

**The Programme Document, prepared by the ILO in close consultation with representatives from the EC, UNICEF and the GCSPF, describes the intervention and intervention logic as follows:**

The action supports governments’ efforts to expand or refine life-course social protection measures including their financing basis and redistributive effects and considering the broader demographic, strategic, economic and fiscal context within which they are to be realised. Consequent improvements are to be expected to legal, policy, fiscal and macroeconomic frameworks through complementary stages of coverage, alignment and better coordination of sectoral social protection instruments, their implementation and assertion of entitlements for the beneficiaries. Integration of the social protection system with other development interventions will broaden coverage further, at the same time as increasing the longer-term resilience of beneficiaries. For a country-owned social protection system to achieve its full potential, it must be developed and regularly revised in concert with national fiscal, health, education, employment, and economic policies.

**The action’s intervention logic:**

1. Further enhancements to the policy coherence in the design and financing of social protection will not only generate improvements in the effectiveness and impact of current and future EU budget support programmes but will also foster collaboration and mutual learning across policy sectors on the social needs, best practices and operational synergies of social protection interventions and their financing to ultimately achieve stable economic growth in a sustainable, equitable and inclusive manner.
2. The increased political recognition of the potential and value of social protection will benefit in turn from the Action’s support to better coordination, implementation and monitoring of different social protection programmes, and to capacity building at all levels thereby creating a more coherent and comprehensive overall social protection system.
3. Finally, through demonstrating the potential of social protection systems to meet basic needs and protect households and specifically respond to the differing demands in contexts of emergencies, forced displacement, structural fragility, crises or displacement, and to help creating income generating activities (specific objective 3), the Action will reinforce the importance of integrating social protection into broader development and humanitarian policies, including through the participation of forcibly displaced persons in public social protection programmes, in order to achieve greater resilience of poor and vulnerable populations to family level and widespread shocks.

To develop a comprehensive and inclusive social protection system, the intervention logic also highlights important cross cutting issues, namely the importance of strengthening national capacities, the adoption of a rights-based approach and the establishment of national, participatory processes including social and national dialogue, gender responsiveness, disability inclusiveness and non-discrimination, paying attention to the environmental dimension, addressing the needs of informal economy and migrant workers and fostering knowledge creation, sharing and partnerships in order to enhance the action’s impact.

Having a better, more effective, more inclusive, more integrated and more comprehensive social protection strategy will increase the popularity, and hence the political appeal, of social protection, generating greater momentum towards reforms, and encouraging the governments to make more substantial financial commitments. This will result in reduced vulnerability, enhanced food and nutrition security and greater resilience among the poorest households, allowing them to participate in, and contribute to, future economic growth.

At regional and global level, the Action will support fostering the research on and the design of inclusive social protection systems, the use of better disaggregated data alongside the mobilisation of new technology, and thus contribute to the USP 2030 initiative.

**Approach 1:** In 8 pre-selected priority countries (Angola, Ethiopia, Burkina Faso, Uganda, Senegal, Nepal, Cambodia, and Paraguay) medium-term in-country technical assistance, capacity and knowledge development will be conducted. For each of the countries, the inception phase will be used to determine priority areas of support and to develop detailed project documents, multi-annual work plans and country specific budgets. These multi-annual work plans will capture work of all implementing agencies in the context of this action programme and include all relevant areas of work of the GCSPF in a specific county that contribute to the action programme. In addition, the GCSPF coordinating organizations will also be responsible to prepare a GCSPF-specific work plan per country, which captures all of the activities which relevant civil society and trade unions want to undertake at national level.

**Approach 2:** consists of the provision of on-demand of shorter-term advisory services to potentially all developing countries to increase performance as well as domestic financing of social protection policies and to strengthen the synergies between social protection and PFM.

# **Scope and focus of GCSPF engagement in the Action Programme**

The GCSPF will focus on supporting actions as part of the mid-term support to selected partner countries (Approach 1). While it would make sense for the GCSPF to be active in all selected countries, the GCSPF has decided to focus its operational engagement on four countries for a number of reasons, including the availability of resources and the funding allocated to the GCSPF, as well as the presence, focus and capacity of the GCSPF’s member organizations and geographic spread. In a consultative process, the GCSPF has agreed on countries where it is confident that members and the coalition as a whole can play a constructive and effective role, together with ILO, UNICEF, the EC Delegations and other relevant partners. The GCSPF will focus on direct implementation in Cambodia, Nepal, Senegal and Uganda.

Lessons learned, materials developed and good practices from the action’s implementation will be shared with members of the GCSPF’s global network and shall inform future collaborations within the GCSPF at the national and global level, as well as with other stakeholders from UN SPIAC-B and USP2030.

In line with the general Theory of Change underpinning the Action Programme, the GCSPF sees four particular areas in which it will focus its work.

1. Bring together the various GCSPF constituents (civil society and trade unions) in the selected countries to foster stronger cooperation on social protection and support the development of inclusive and sustainable alliances or platforms for effective and structural involvement of civil society and trade unions in the development, implementation, monitoring and evaluation (social accountability) of social protection policies, including floors.
2. Strengthen the capacity and understanding of GCSPF constituents and relevant national civil society organizations and labour movements on the design, financing and implementation of social protection, including linkages to relevant aspects of public finance management, domestic resource mobilization, and budget support, with a view to enable them to more effectively and constructively engage in policy making processes around social protection.
3. Leverage improved coordination and enhanced capacities amongst GCSPF constituents and relevant national partners, to support meaningful and structural engagement with public authorities and other relevant stakeholders, in particular ILO, UNICEF, EC Delegations, in policy processes regarding social protection, including floors.
4. Enable GCSPF constituents at the country level to undertake context-specific research to support improved coordination and more effective engagement in policy making processes around social protection, share findings and materials with the GCSPF’s global network, and participate in research undertaken by the implementing partners (ILO, UNICEF and GCSPF) to learn and share lessons relevant to the GCSPF’s evidence-based advocacy at the global, regional and national level.

The GCSPF will collaborate closely with all implementing partners, in particular the ILO, UNICEF and the EC Delegations. We firmly believe that much can be gained from this unique set up as it combines the institutional, normative and technical capacities of ILO, UNICEF and the EC with the specific expertise of the GCSPF constituents in reaching out, mobilising and empowering people and communities who often remain excluded from policy processes. Therefore, the GCSPF sees a lot of potential in this joint cooperation, in particular for the development of opportunities for structural engagement of GCSPF constituents (civil society and trade unions) in policy making processes and in research.

# **Implementation approach of the GCSPF in the Action Programme**

After an extensive process of discussions within a dedicated Technical Working Group (made up of interested members of the GCSPF’s Core Group) and consultations with the EC, ILO, UNICEF and the GCSPF’s Core Group, an implementation approach for the GCSPF in the Action Programme has been agreed on. The approach attempts to combine the requirement to meet the EC’s fiduciary and reporting requirements with the GCSPF’s desire to be inclusive in its programming and ensure that national civil society benefits from the programme in terms of capacity-building and structural involvement with other stakeholders, both national authorities and international organisations (such as ILO, UNICEF, EC).

**Coordinating organizations**

Since the GCSPF is not able to sign contracts and receive funding, three GCSPF member-organizations will engage in a contractual relationship with the ILO HQ in Geneva and take on the responsibility to ensure the effective implementation of the action in line with the objectives of the GCSPF. These coordinating organizations and the GCSPF share a range of responsibilities towards one another, including the commitments to work in a collaborative and consultative manner and provide advice where relevant. The coordinating organizations will, on a regular basis, report to the GCSPF Core Group, the ILO HQ and the overall Programme Steering Committee, which includes the ILO, UNICEF and the EU.

The coordinating organisations were chosen on the basis of their willingness and capacity to receive and manage grants from the ILO, their commitment to ensure the inclusive and country-led implementation of the civil society-component, as well as their presence, capacity and integration into national civil society structures in selected countries.

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| --- | --- |
| Oxfam | Cambodia |
| WSM | Nepal |
| WSM | Senegal |
| HelpAge International | Uganda |

## **Country-level engagement**

The coordinating organisations hold an overall responsibility for the effective implementation of the programme, based on relevant programme documents, multi-annual work plans and budgets.

A key responsibility for the coordinating organisations is to facilitate the multi-stakeholder involvement of relevant civil society and trade unions in the selected countries. They commit to be inclusive and to foster a national dynamic and dialogue with all relevant civil society organizations and trade unions, reflecting the interests and critical issues of specific target groups for national social protection systems, including informal economy workers, older people, women, youth and children, people working in rural areas and people with disabilities.

Moreover, it is critical that coordinating organizations have demonstrated capacities for sound project management and experience in advocacy and capacity building.

With a view to shaping our engagement as GCSPF at the national level, specific Terms of Reference have been developed which outline the roles and responsibilities of the coordinating organisations, the establishment of relevant coordination and implementation mechanisms at the country-level, which includes the ways of working with relevant stakeholders in each selected country as well as financial, reporting, accountability, monitoring and evaluation requirements.

The engagement at country level will be rendered operational and concrete by means of a multi-annual work plan and budget, which will be further developed into more detailed annual work plans and budgets. The disbursement of funds per country will be conditional on the approval of these work plans by the Steering Committee for the overall Action Programme, which includes the GCSPF, ILO, UNICEF and the EU.

# **Management, dialogue and reporting structures**

The quality, relevance, inclusiveness and coherence of the GCSPF’s engagement in the Action Programme will be ensured through the following management, dialogue and reporting structures:

* **A Working Group of Coordinating Organizations (WCO) is to be established** to give regular space for the coordinating organisations to discuss issues around the management of the grants, including reporting, monitoring and evaluation, as well as to discuss and learn from experiences across countries and develop opportunities to engage the Core Group and wider GCSPF. The WCO is composed of representatives of the three coordination organisations, both from country and headquarters levels, involved in the implementation of the action programme. The WCO equally serves as a platform for mutual advice and support.
	+ Members of the GCSPF Core Group that are interested in providing substantive contributions in the context of the action programme, either linked to one of the countries or on a specific topic of interest, can request to attend the WCO as an ad-hoc advisory member.
* **The WCO will, on a regular basis, report to the GCSPF Core Group** and provide opportunities for members of the Core Group to engage with lessons learned and relevant issues emerging from the programme implementation of the action programme, provide advice on the implementation of the programme, and develop opportunities to leverage the project, including materials and learning, to strengthen civil society and social protection beyond the target countries. The Core Group is expected to provide advice to the coordinating organizations, which commit to consulting with the Core Group before all major decisions regarding design and implementation of the action programme.

**Global Coalition for Social Protection Floors (GCSPF)**

**Implementation of the EU Action Programme ‘Synergies in Social Protection and Public Finance Management’**

**Term of Reference for Country-level Stakeholders**

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# **Purpose of these Terms of References**

These Terms of References (ToR) seek to provide a foundation and guidance for the country-level engagement of members of the Global Coalition for Social Protection Floors (GCSPF) in the EU Action Programme on ‘Synergies in Social Protection and Public Finance Management’.

The ToR has two parts: global and national.

Part 1 provides a global summary the EU action programme, describes the GCSPF’s overall focus within the programme, outlines key elements of the implementation approach chosen by the GCSPF, and establishes a global governance, reporting and dialogue structure for the programme.

Part 2 discusses principles, structures, roles and responsibilities for GCSPF’s engagement regarding the action programme at the national level, including the roles and responsibilities of country-level coordinating organizations, country-level coordination and implementations mechanisms, as well as issues relating to communication, learning and sharing. These ToR conclude with a reflection on the GCSPF’s ways of working, principles and shared values that underpin the implementation of this action programme.

# **Part 1: Global**

## **EU Action Programme ‘Synergies in Social Protection and Public Finance Management’**

The European Commission (EC, DG DevCo) is funding a global action that seeks to strengthen national social protection systems through technical support, explorative research and capacity development, focusing on public financial management systems, budgeting and financing of social protection. The four-year global action will be implemented primarily by the International Labour Organization (ILO), with UNICEF as a key implementing partner, in eight countries (Angola, Ethiopia, Burkina Faso, Uganda, Senegal, Nepal, Cambodia, and Paraguay) that are interested in strengthening their social protection systems.

In addition to the ILO and UNICEF, civil society is to be actively involved in the design, steering and implementation of the project. The GCSPF has been asked to facilitate this active participation of social protection-focused civil society in Cambodia, Nepal, Senegal and Uganda.

The global action’s focus will be on supporting governments to strengthen and expand national social protection system through systems strengthening activities towards effective, evidence-based and inclusive financial and budgeting processes. The role of the GCSPF in this context is to strengthen national civil society organizations, their capacities and structures to enable civil society actors to meaningfully participate in national social protection dialogues, amplifying the voices and concerns of communities and beneficiaries, and develop capacities to engage in discussions with governments on social protection design and financing as well as on monitoring and social accountability.

An important added value of the GCSPF in this global action is to foster closer cooperation between the different civil society organizations in a given country, with which the individual members of the GCSPF already have longstanding partnerships. What the GCSPF has been doing for quite some time at the international level, can now be strengthened at national level as well in the selected countries. Cross-country or country-specific learning and research can seek to draw lessons from these approaches and establish guidance for civil society participation in financial and budgetary processes on social protection, which could inspire or be replicated in other countries.

**The Programme Document, prepared by the ILO in close consultation with representatives from the EC, UNICEF and the GCSPF, describes the intervention and intervention logic as follows:**

The action supports governments’ efforts to expand or refine life-course social protection measures including their financing basis and redistributive effects and considering the broader demographic, strategic, economic and fiscal context within which they are to be realised. Consequent improvements are to be expected to legal, policy, fiscal and macroeconomic frameworks through complementary stages of coverage, alignment and better coordination of sectoral social protection instruments, their implementation and assertion of entitlements for the beneficiaries. Integration of the social protection system with other development interventions will broaden coverage further, at the same time as increasing the longer-term resilience of beneficiaries. For a country-owned social protection system to achieve its full potential, it must be developed and regularly revised in concert with national fiscal, health, education, employment, and economic policies.

**The action’s intervention logic:**

1. Further enhancements to the policy coherence in the design and financing of social protection will not only generate improvements in the effectiveness and impact of current and future EU budget support programmes but will also foster collaboration and mutual learning across policy sectors on the social needs, best practices and operational synergies of social protection interventions and their financing to ultimately achieve stable economic growth in a sustainable, equitable and inclusive manner.
2. The increased political recognition of the potential and value of social protection will benefit in turn from the Action’s support to better coordination, implementation and monitoring of different social protection programmes, and to capacity building at all levels thereby creating a more coherent and comprehensive overall social protection system.
3. Finally, through demonstrating the potential of social protection systems to meet basic needs and protect households and specifically respond to the differing demands in contexts of emergencies, forced displacement, structural fragility, crises or displacement, and to help creating income generating activities (specific objective 3), the Action will reinforce the importance of integrating social protection into broader development and humanitarian policies, including through the participation of forcibly displaced persons in public social protection programmes, in order to achieve greater resilience of poor and vulnerable populations to family level and widespread shocks.

To develop a comprehensive and inclusive social protection system, the intervention logic also highlights important cross cutting issues, namely the importance of strengthening national capacities, the adoption of a rights-based approach and the establishment of national, participatory processes including social and national dialogue, gender responsiveness, age and disability inclusiveness and non-discrimination, paying attention to the environmental dimension, addressing the needs of informal economy and migrant workers and fostering knowledge creation, sharing and partnerships in order to enhance the action’s impact.

Having a better, more effective, more inclusive, more integrated and more comprehensive social protection strategy will increase the popularity, and hence the political appeal of social protection, generating greater momentum towards reforms, and encouraging the governments to make more substantial financial commitments. This will result in reduced vulnerability, enhanced food and nutrition security and greater resilience among the poorest households, allowing them to participate in, and contribute to, future economic growth.

At regional and global level, the Action will support fostering the research on and the design of inclusive social protection systems, the use of better disaggregated data alongside the mobilisation of new technology, and thus contribute to the USP 2030 initiative.

**Approach 1:** In 8 pre-selected priority countries (Angola, Ethiopia, Burkina Faso, Uganda, Senegal, Nepal, Cambodia, and Paraguay) medium-term in-country technical assistance, capacity and knowledge development will be conducted. For each of the countries, the inception phase will be used to determine priority areas of support and to develop detailed project documents, multi-annual workplans and country specific budgets. These multi-annual workplans will capture work of all implementing agencies in the context of this action programme and include all relevant areas of work of the GCSPF in a specific county that contribute to the action programme. In addition, the GCSPF coordinating organizations will also be responsible to prepare a GCSPF-specific workplan per country, which captures all of the activities which relevant civil society and trade unions want to undertake at national level.

**Approach 2:** consists of the provision of on-demand of shorter-term advisory services to potentially all developing countries to increase performance as well as domestic financing of social protection policies and to strengthen the synergies between social protection and PFM.

## **Scope and focus of GCSPF engagement in the Action Programme**

The GCSPF will focus on supporting actions as part of the mid-term support to selected partner countries (Approach 1). While it would make sense for the GCSPF to be active in all selected countries, the GCSPF has decided to focus its operational engagement on four countries for a number of reasons, including the availability of resources and the funding allocated to the GCSPF, as well as the presence, focus and capacity of the GCSPF’s member organizations and geographic spread. In a consultative process, the GCSPF has agreed on countries where it is confident that members and the coalition as a whole can play a constructive and effective role, together with ILO, UNICEF, the EC Delegations and other relevant partners. The GCSPF will focus direct implementation on Cambodia, Nepal, Senegal and Uganda.

Lessons learned, materials developed and good practices from the action’s implementation will be shared with members of the GCSPF’s global network and shall inform future collaborations within the GCSPF at the national and global level, as well as with other stakeholders from UN SPIAC-B and USP2030.

In line with the general Theory of Change underpinning the Action Programme, the GCSPF sees four particular areas in which it will focus its work.

1. Bring together the various GCSPF constituents (civil society and trade unions) in the selected countries to foster stronger cooperation on social protection and support the development of inclusive and sustainable alliances or platforms for effective and structural involvement of civil society and trade unions in the development, implementation, monitoring and evaluation (social accountability) of social protection policies, including floors.
2. Strengthen the capacity and understanding of GCSPF constituents and relevant national civil society organizations and labour movements on the design, financing and implementation of social protection, including linkages to relevant aspects of public finance management, domestic resource mobilization, and budget support, with a view to enable them to more effectively and constructively engage in policy making processes around social protection.
3. Leverage improved coordination and enhanced capacities amongst GCSPF constituents and relevant national partners, to support meaningful and structural engagement with public authorities and other relevant stakeholders, in particular ILO, UNICEF, EC Delegations, in policy processes regarding social protection, including floors.
4. Enable GCSPF constituents at the country level to undertake context-specific research to support improved coordination and more effective engagement in policy making processes around social protection, share findings and materials with the GCSPF’s global network, and participate in research undertaken by the implementing partners (ILO, UNICEF and GCSPF) to learn and share lessons relevant to the GCSPF’s evidence-based advocacy at the global, regional and national level.

The GCSPF will collaborate closely with all implementing partners, in particular the ILO, UNICEF and the EC Delegations. We firmly believe that much can be gained from this unique set up as it combines the institutional, normative and technical capacities of ILO, UNICEF and the EC with the specific expertise of the GCSPF constituents in reaching out, mobilising and empowering people and communities who often remain excluded from policy processes. Therefore, the GCSPF sees a lot of potential in this joint cooperation, in particular for the development of opportunities for structural engagement of GCSPF constituents (civil society and trade unions) in policy making processes and in research.

## **Implementation approach of the GCSPF in the Action Programme**

After an extensive process of discussions within a dedicated Technical Working Group (made up of interested members of the GCSPF’s Core Group) and consultations with the EC, ILO, UNICEF and the GCSPF’s Core Group, an implementation approach for the GCSPF in the Action Programme has been agreed on. The approach attempts to combine the requirement to meet the EC’s fiduciary and reporting requirements with the GCSPF’s desire to be inclusive in its programming and ensure that national civil society benefits from the programme in terms of capacity-building and structural involvement with other stakeholders, both national authorities and international organisations (such as ILO, UNICEF, EC).

### **Coordinating organizations**

Since the GCSPF is not able to sign contracts and receive funding, three GCSPF member-organizations will engage in a contractual relationship with the ILO HQ in Geneva and take on the responsibility to ensure the effective implementation of the action in line with the objectives of the GCSPF. These coordinating organizations and the GCSPF share a range a responsibilities towards one another, including the commitments to work in a collaborative and consultative manner and provide advice where relevant. The coordinating organization will, on a regular basis, report to the GCSPF Core Group, the ILO HQ and the overall Programme Steering Committee, which includes the ILO, UNICEF and the EU.

The coordinating organizations will sign legal contracts with the ILO HQ in Geneva and be responsible for the implementation of the programme in four countries. They ensure that the effective implementation of the programme, based on relevant programme documents, multi-annual work plans and budgets, are coherent with the global Memorandum of Understanding which the GCSPF endorsed.

The coordinating organisations were chosen on the basis of their willingness and capacity to receive and manage grants from the ILO, their commitment to ensure the inclusive and country-led implementation of the civil society-component, as well as their presence, capacity and integration into national civil society structures in selected countries. Activities in Senegal and Nepal will be coordinated by WSM, those in Uganda by HelpAge and Cambodia’s by Oxfam.

### **Country-level implementation**

In line with the global Memorandum of Understanding which the GCSPF endorsed, these Terms of Reference outline the roles and responsibilities of the coordinating organization that will be responsible for facilitating the multi-stakeholder involvement of relevant civil society and trade unions in the country, the establishment of relevant coordination and implementation mechanisms at the country-level, financial, reporting, accountability, monitoring and evaluation requirements, as well as the ways of working with relevant stakeholders in each selected country.

In addition, the coordinating organisation, with the support of the relevant civil society and trade unions organisations who wish to be part of this multi-stakeholder involvement, will develop a multi-annual work plan as well as detailed annual work plans. Disbursement of funds per country will be conditional on the approval of these work plans by the overall project Steering Committee, which includes the GCSPF, ILO, UNICEF and the EU. These work plans will be integrated into the overall (multi-annual and annual respectively) work plans which will be developed by the implementing organisations.

## **Management, dialogue and reporting mechanisms**

The quality, relevance, inclusiveness and coherence of the GCSPF’s engagement in the action programme will be ensured through the following management, dialogue and reporting mechanisms:

* **A Working Group of Coordinating Organizations (WCO) is to be established** to give regular space for the coordinating organisations to discuss issues around the management of the grants, including reporting, monitoring and evaluation, as well as to discuss and learn from experiences across countries and develop opportunities to engage the Core Group and wider GCSPF. The WCO is composed of representatives of the three coordination organisations, both from country and headquarters levels, involved in the implementation of the action programme. The WCO equally serves as a platform for mutual advice and support.
	+ Members of the GCSPF Core Group that are interested in providing substantive contributions in the context of the action programme, either linked to one of the countries or on a specific topic of interest, can request to attend the WCO as an ad-hoc advisory member.
* **The WCO will, on a regular basis, report to the GCSPF Core Group** and provide opportunities for members of the Core Group to engage with lessons learned and relevant issues emerging from the programme implementation of the action programme, provide advice on the implementation of the programme, and develop opportunities to leverage the project, including materials and learning, to strengthen civil society and social protection beyond the target countries. The Core Group is expected to provide advice to the coordinating organizations, which commit to consulting with the Core Group before all major decisions regarding design and implementation of the action programme.

# **Part 2: National**

To achieve the ambitions and objectives outlined in Part 1, it is crucial that the GCSPF implements its component in an efficient, effective, collaborative, transparent and accountable manner, which in turn, requires a clear and shared understanding of the various roles and responsibilities of GCSPF stakeholders, effective coordination and implementation mechanisms that need to be developed, effective communication, as well as adherence to financial, monitoring and evaluation requirements.

It is recognized that contexts are country-specific and varying. Therefore, these ToR outline general principles and minimum requirements that should be followed by all relevant stakeholders, rather than an exhaustive list of requirements or detailed guidance.

## **Roles and responsibilities of country-level coordinating organizations**

Country-level coordinating organizations should champion rights-based social protection and adhere to the values encapsulated in ILO Recommendation 202 on Social Protection Floors, as well as the values of the GCSPF. They commit to be inclusive and to foster a national dynamic and dialogue with all relevant stakeholders, including civil society organizations and trade unions, reflecting the interests and critical issues of specific target groups for national social protection systems, including children, older people, informal economy workers, women and girls, as well as people with disabilities. Coordinating organizations should have demonstrated capacities for sound project management and experience in advocacy and capacity building.

### **Key roles and responsibilities of the** **coordinating organizations**

* Ensure an inclusive and cooperative process that allows all relevant stakeholders and organizations to contribute to the action, and that the strategies and objectives of the programme at country-level are based on consensus.
	+ When needed, the coordinating organization will facilitate and support problem solving and conflict management.
* Facilitate the development of GCSPF-specific country-level workplans, including all relevant stakeholders in the planning processes and ensuring the quality of the workplan, as well as the inclusiveness of the process, and ensure that the GCSPF-specific country-level workplans are included in overall country-level workplans shared by all implementing partners (ILO, UNICEF, GCSPF, Governments, etc.).
* Plan, coordinate and, where relevant, lead the implementation of all activities as agreed with the ILO and in the GCSPF country-level workplan.
* Manage funds received from the donor and spend funds in line with donor requirements and approved country-level workplans and budgets.
	+ The coordinating organization carries the legal, financial and technical responsibility for the implementation of the action programme’s activities at country-level, as well as the responsibility to comply with all financial and narrative reporting requirements vis-à-vis the action programme’s donor and partners (EU, ILO and UNICEF).
* Ensure transparency and accountability towards the donor, implementing partners, as well as national GCSPF members and partners involved in the action programme.

### **Country-level coordination and implementation mechanisms**

* Establish, chair and coordinate a **Country-Level Steering Group** that provides space for key stakeholders to make strategic decisions about the direction of the action programme at country-level, develop GCSPF-specific workplans and ensure the timely and high-quality implementation of all activities.
	+ General guidance for the selection of organizations to join the Country-Level Steering Group is provided in the annex but it should be noted that these criteria are only to provide general guidance in the selection of partners at the country-level and are neither an exhaustive list nor represent a list of absolute requirements. It is the responsibility of the coordinating organization at country-level to make a judgement on partnerships in the context of the action programme, and on which organizations should join the Country-Level Steering Group.
	+ The Country-Level Steering Group shall meet at least twice a year and decisions shall be made by consensus. If no consensus can be established, the coordinating organization, as the grant-holder vis-à-vis the donor, has the final decision-making responsibility.
	+ The Country-Level Steering Group has the task of developing a mechanism for the constructive and regular engagement of national civil society organizations and trade unions in the action programme and more broadly in national dialogues and policy making on social protection.
	+ In this respect, the Country-Level Steering Group should explore whether existing national social protection networks or platforms can serve as the mechanism for engagement and, if that is the case, how the action programme can strengthen the network or platform. Where no national coordination mechanisms exists, or where existing structures are inappropriate, the Country-Level Steering Group could consider creating such a coordination platform for national civil society organizations to engage constructively and regularly on social protection.
* Ensure, together with the Country-Level Steering Group, that the GCSPF is represented in all national-level coordination and implementation structures of the action programme; including national project steering group meetings or other fora dedicated to the coordination of the programme.
* Ensure, together with the Country-Level Steering Group, that the GCSPF is represented in relevant national workshops, events and policy fora, and providing space for relevant national stakeholders to contribute.

### **Communication, learning and sharing**

* The coordinating organization shall work with all relevant partners, in particular members of the Country-Level Steering Group, to generate and document, in a participatory and inclusive manner, experiences and evidence in relation to the action programme’s activities and objectives.
* The coordinating organizations share relevant learnings and experiences with other implementers, the GCSPF and wider audiences, including through existing online platforms.
* The coordinating organizations, as well as other members and partners of the GCSPF, participate in relevance knowledge sharing and learning sessions at the national and international level.

## **Shared foundational values**

The action programme will function in accordance with:

* The ILO Social Protection Floors Recommendation, (No. 202) (2012);
* Building Social Protection Systems – International Standards and Human Rights Instruments (2017);
* The FES Civil Society Guide for National Social Protection Floors (SPFs) (2015).

## **Annex**

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| **Suggest criteria to guide the selection of partners at the country-level** |
| Please note that these criteria are only to provide general guidance in the selection of partners at the country-level and are neither and exhaustive list nor represent a list of requirements. It is the responsibility of the coordination organization at country-level to make a judgement on partnerships in the context of the action programme.  |
| **Status** | * The organization should have legal status to operate in the specified country.
 |
| **Representativity** | * The organization should have significant coverage.
* The organization should represent one of the key target groups of the project: informal economy workers, people with disabilities, older people, young people, women and girls, people working in rural areas, migrant workers, etc.
* The organization can be an umbrella organisation or a platform of several organisations.
* A trade union confederation or a platform of the major confederations but having a keen interest in the extension of social protection to vulnerable groups.
 |
| **Thematic expertise** | * The organization should have expertise on any or many of the social protection dimensions:
	+ Preventive: social insurance;
	+ Protective: social transfers and assistance;
	+ Promotive: building capacities of and creating opportunities for vulnerable groups
	+ Transformative: addressing and tackling structural inequality
* The organization should have demonstrable expertise and experience on social protection floors, which include:
	+ Access to essential health care, including maternity care;
	+ Basic income security for children;
	+ Basic income security for older persons;
	+ Basic income security for persons in active age.
* The organization should be actively involved in knowledge building and sharing regarding social protection (research and capitalisation).
* The organization should have good knowledge of the national and international legal, policy and institutional frameworks on social protection.
* Understanding of government financing and budget processes are valued.
 |
| **Culture of constructive synergy** | * The organization should be open to work in synergy with other relevant CSOs (including trade unions and labour movements, women movements, movements of people living with disability, organisations of older people, youth movements, social economy initiatives, multi-stakeholder networks, etc).
 |
| **Political capacity of action at national (or global level)** | * The organization should have a willingness and commitment to be involved in political action aimed at structural changes in society and not only social protection service delivery.
* The organization should have demonstrable experience and skills in lobby and advocacy, or willing to acquire them.
* The organization should be independent from the government or specific political parties.
 |
| **Common shared values** | * The organization should have shared values such as inclusion, solidarity, transparency, democracy and human rights.
* The organization should have a commitment for human rights based social protection as enshrined in the Universal Declaration of the Human Rights, the relevant ILO conventions, the International Covenant on Social, Economic and Cultural Rights and the UN agenda 2030 on SDGs.
 |
| **Individual members** | * Individuals with recognised knowledge can be included as “experts”. These are not members of the national alliance/platform/network, but can be called on to facilitate capacity strengthening, conduct researches or studies, draft relevant academic papers etc.
 |

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