

# ***Single Window Service (SWS) in Social Protection: the Tajik pilot in 2014***



Cormac Ebken & Mukaddam Shohzodaeva  
Bangalore, 11th of February 2014



## **Content of presentation**

**1. Background and current situation**

**2. The SWS concept in the Tajik context**

**3. Design parameters of the SWS Pilot**

**4. Challenges and Next Steps**



## Basics

Tajikistan is a landlocked country surrounded by Uzbekistan to the west, Kyrgyzstan to the north, China to the east, and Afghanistan to the south.



**Population (2012):** 8,009,000

**Capital and largest city:** Dushanbe, 817,100

Territory of 143 100 km<sup>2</sup>, primarily mountainous

Declared independence – 9 September 1991.

## Socio-Economic background:

GDP nominal per capita (2012): U.S. \$2,180

Official unemployment rate (2012, CIA World Fact Book): 2.5%.

39.6% (December 2012 est) live below the poverty line according to CIA WFB (2012)





	2013
Total population (millions)	8,009,000 (2012)
Population growth (annual %)	1.5
Fertility rate, total (births per woman)	3.3
Private expenditure on health (PvtHE) as % of THE	73.3% (2011)
Out of pocket expenditure as % of PvtHE	85.4 (2011)
Infant mortality (per 1,000 live births) –	58 (2011; MDG targets to 2015 -25)
Under-five mortality (per 1,000 live births)	63 (2011; MDG targets to 2015 -30)
Maternal mortality (per 100,000 live births)	65 (2011; MDG targets to 2015 -30)
Life expectancy at birth, total (years)	67/69
Total expenditure on health per capita	135
Total health expenditure as % of GDP	5.8 (2011)

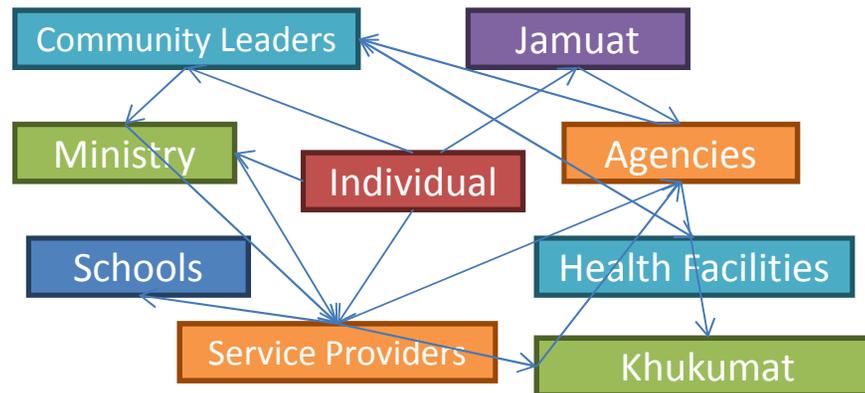


## Background: Political commitment by the Tajik government to pilot the SWS

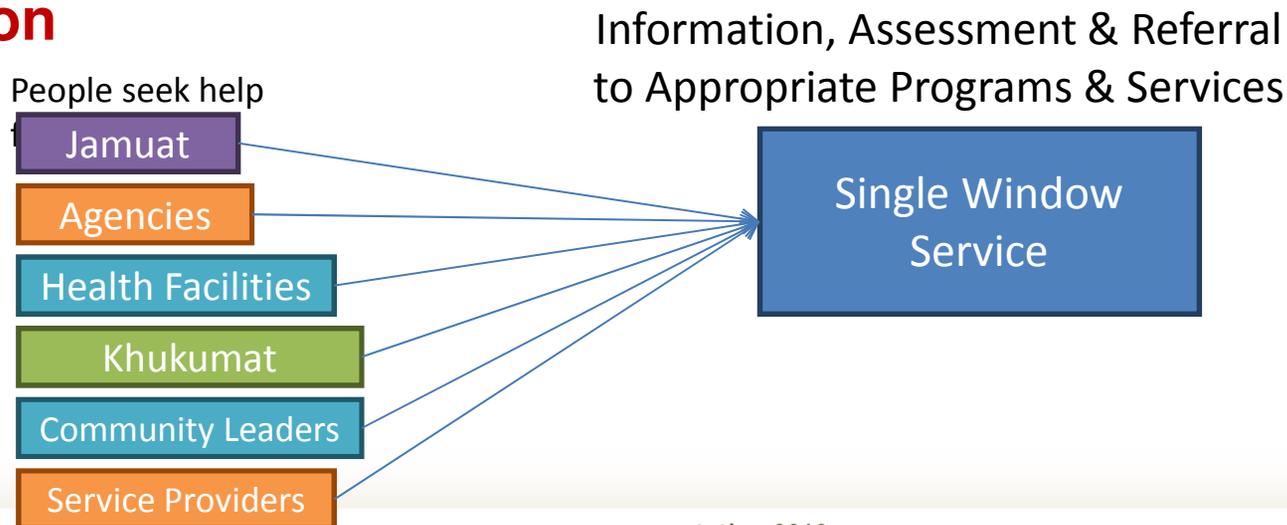
- **Request by MLSP to GIZ support in the piloting SWS**
- **Memorandum of Understanding (MoU)** between the Ministry of Labor and Social Protection of Population of the Republic of Tajikistan and GIZ's "Health in Central Asia" Programme (2012-2014).
- Creation of **Working Group** and **Pre-Concept** of SWS for application in Tajikistan; **Indian SWS Pilot delegation** roundtable in Jan 2013
- **Concept of development of social services system in the Republic of Tajikistan to 2020:** “improvement of quality of social services are at the centre of attention. Among other things, this also includes the development of a *single window service*”
- **GIZ commissioned a Feasibility study by an International consultant** and drawing different design options for a SWS
- Development of a **detailed Operational Design** and Implementation Plan for SWS Pilot in 2 districts



**Current Situation:** People seek help everywhere, referred everywhere, obtain info/documents from many places, confusing/unclear:



## Expected SWS Situation





## Current challenges faced by individuals throughout the application process (1)

1. Seeking or Receiving Program Information or General Assistance

- **Awareness** (Individuals, Government Officials, Service Providers, NGOs, etc.) of available programs & services;
- **Clarity** on eligibility criteria, application procedures & regulations;
- **Access** to reliable information & application process by individuals.

2. Obtaining Required Documents

- Numerous required documents for single program;
- Must visit several different offices (sometimes several times) to obtain all required documents;
- Must present multiple copies of documents; Unclear/prohibitive fees.

3. Submitting Application

- Applications for each program/service submitted separately; no data or information sharing between programs/services
- Unclear procedures, conflicting information
- Repeat visits may be required.

4. Processing Application

- Weak coordination between agencies/depts. – beneficiary does 'leg work' bringing certificates from one to the next
- Cumbersome for agencies/depts: bureaucratic, complex regulations and many required documents
- Sometimes unclear processing times.



## Current challenges faced by individuals throughout the application process (2)

5. Follow-up for Incomplete Applications / Errors

- Unclear procedures
- Limited one-on-one support for problem solving (outside scope of one agency/dept.)

6. Notification of Result

- Programs & agencies do not share data about accepted beneficiaries
- Unclear whether all applicants of all programs are notified of results
- Unclear whether reason for Rejected Application is given

7. Appeals/ Complaints

- Unclear procedures

8. Graduation/ Referrals

- Weak links between programs;
- No graduation strategies from one program into next logical step
- No Case Management function between programs, which helps guide beneficiaries through system or provide referrals
- Weak knowledge of other programs/services



## Content of presentation

**1. Background and current situation**

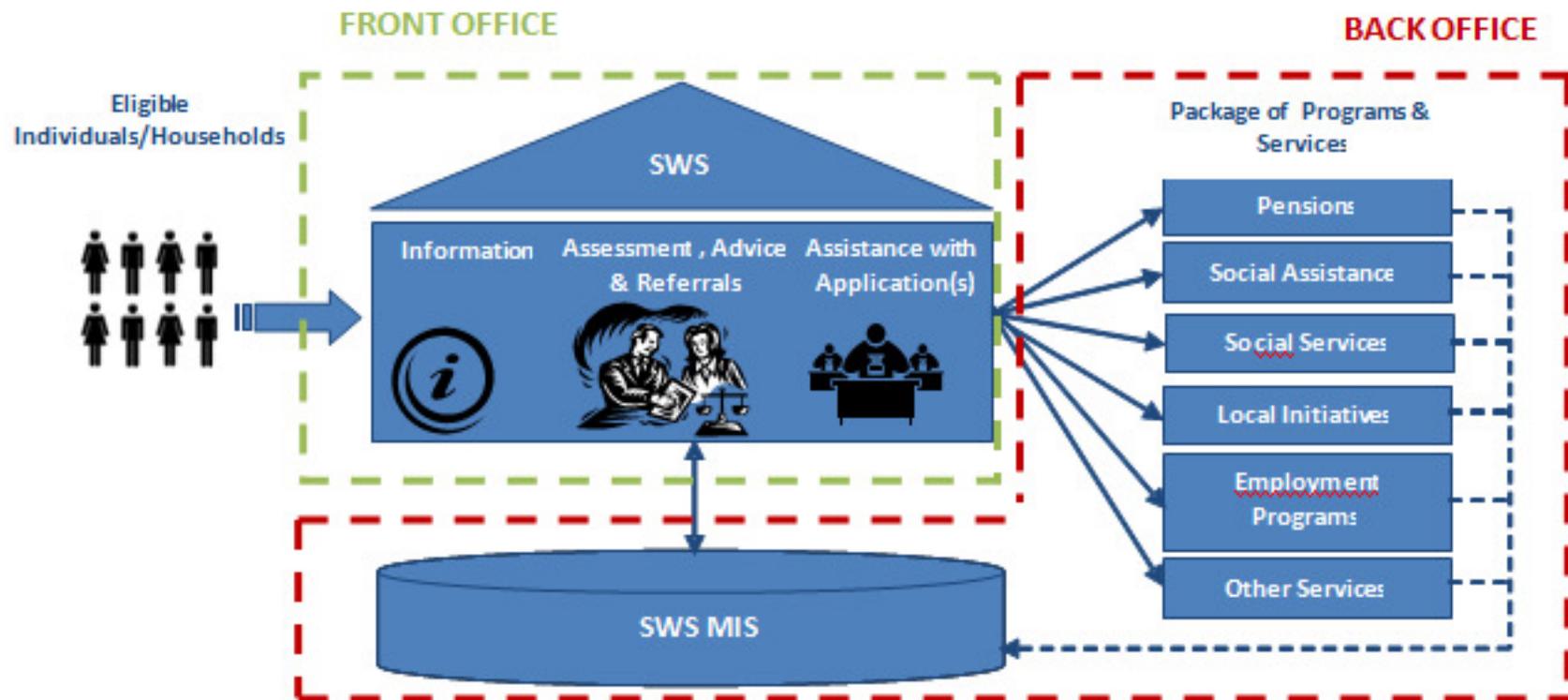
**2. The SWS concept**

**3. Design parameters of the SWS Pilot**

**4. Moving to implementation: Next Steps**



# Single Window Service Concept in Social Protection





## Why pilot an SWS for social protection in Tajikistan?

### Demand Side Benefits

- Improved awareness of programs and services available;
- Improved information on eligibility criteria, application procedures, benefits, etc.;
- Improved access through reduction of both direct and indirect costs;
- Enforcement of maximum processing times for applications, clarification of formal fees, etc.;
- Needs assessment and referrals to complementary programs & services.

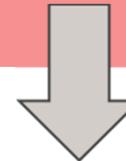


**Vulnerable  
People,  
applicants,  
citizens**



### Supply Side Benefits

- Reduction of **administrative duplication and costs** in outreach and registration of eligible
- Elimination of **redundancies by reorganizing and streamlining activities** to make use of existing resources in a more efficient manner;
- **Linkages and information sharing** rather than operating in an isolated manner;
- **More efficient distribution of tasks and greater impact of programs and services** on poverty reduction.

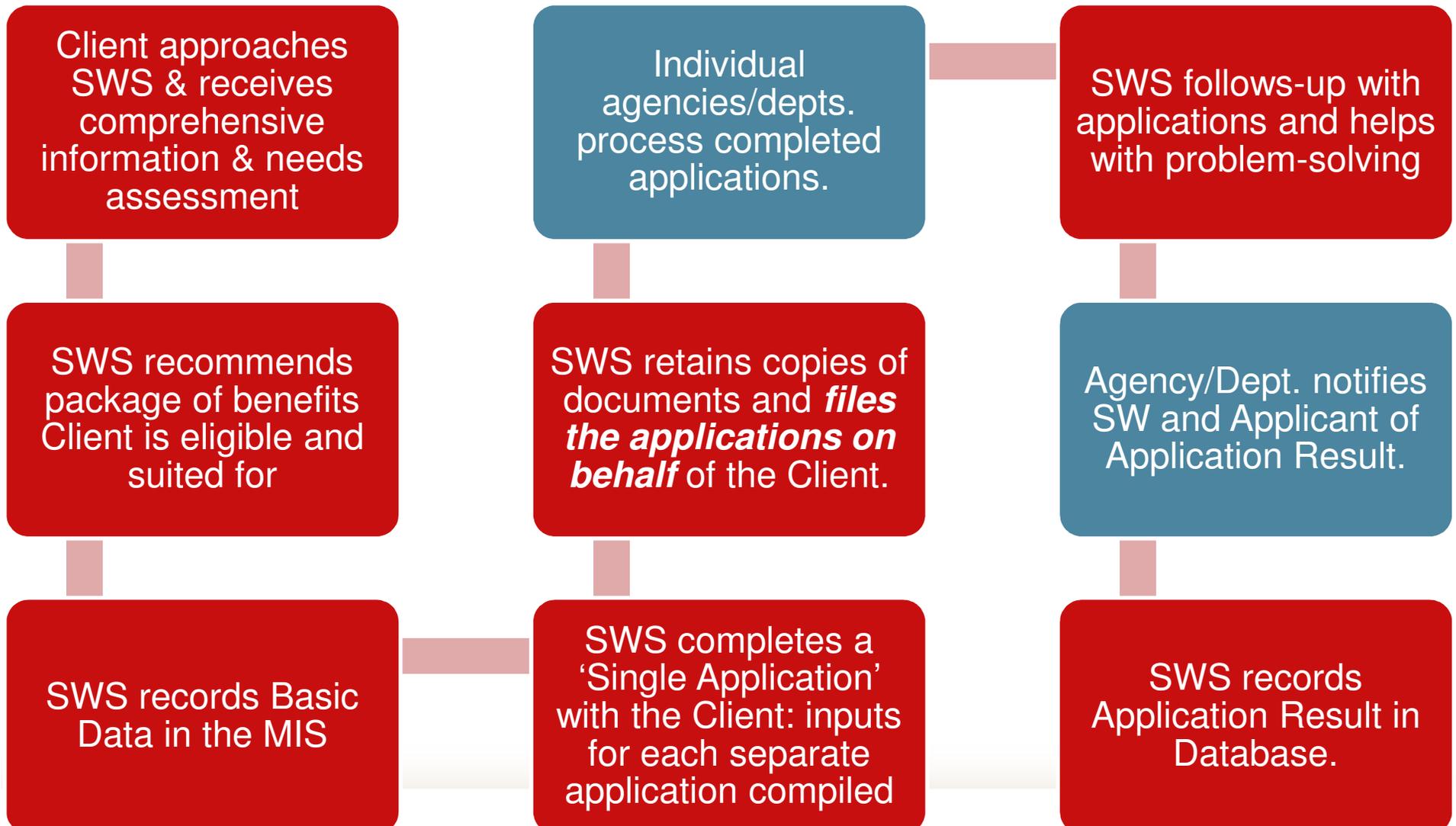


**Government  
departments,  
Agencies, MLSP,  
Khukumat, Jamoat**





## What will the SWS do?





## Content of presentation

**1. Background and current situation in Tajikistan**

**2. The SWS concept in the Tajik context**

**3. Design parameters of the SWS Pilot**

**4. Moving to implementation: Next Steps**



## Core design questions: target groups, institutional level and location

### Who is the target group?

- Those eligible for social protection programs & services under the law;
- Vulnerable people (disabled, elderly, unemployed, single mothers, etc.)

### At what level will it exist?

- Khukumat level; closer to clients, sufficient staff & capacity, physical space & infrastructure for an office;
- Pilot will be in 2 Districts (Dushanbe and Yevon)

### Where will it be located?

- Ideally: Khukumat Office will provide space & desks
  - This is where people come seeking services



## What services are provided (for which programmes)?

All clients will be assessed by the SWS Officers, after which **the SWS will provide one of three types of services** to clients for each program or service for which they are eligible and wish to apply for:

- **Group A**: Comprehensive Information + Referral Only
- **Group B**: Comprehensive Information + Support  
Completing Application + Submission of Application
- **Group C**: Comprehensive Information + Case  
Management of Applications



## SP and Employment Services overview (1)

	Program / Service	Responsible Agency or Dept	SWS Service Type
<b>Cash Grants</b>			
1.	Social Pension	Pensions Agency, Office of Presidency	Group A
2.	Contributory Pension	Pensions Agency, Office of Presidency	Group A
3.	Targeted Social Assistance (TSA)	Agency for Social Protection, Jamuat Officer for TSA	Group A
4.	Funeral Benefit for Poor Households	Department of Social Protection, Social Guarantees Unit	Group B
5.	Cash Grant for Children with HIV	Department of Finance and Administration, MSLP	Group B
<b>Labour &amp; Employment</b>			
6.	Unemployment Benefits	Agency for SP, Department of Unemployment	Group A
7.	Microcredit Loans	Agency for SP, Department of Unemployment	Group A
8.	Technical and Vocational Training	Agency for SP, Department of Unemployment	Group A
9.	Public Works	Agency for SP, Department of Unemployment	Group A
10.	Job Fairs	Agency for SP, Department of Unemployment	Group A



## SP and Employment Services overview (2)

Care for Elderly and Disabled Adults			
11.	Daytime, Residential or Home-based Care	Various Agencies and Departments	Group C
Care for Disabled Children aged 16 years and under			
12.	Daytime, Residential or Home-based Care	Various Agencies and Departments	Group C
Health			
13.	Maternal and Child Health Support	Various	Group A
14.	Service Fee Waivers for Poor	Ministry of Health	Group B
15.	Other : to be identified during Reference Handbook development	Ministry of Health	TBD
Programs & Services Offered by the Khukumat			
16.	Various Khukumat- funded Programs	Khukumat	Group B
NGO Services and Programs			
17.	Various NGO Programs & Services (or other pilots)	NGOs	Group A



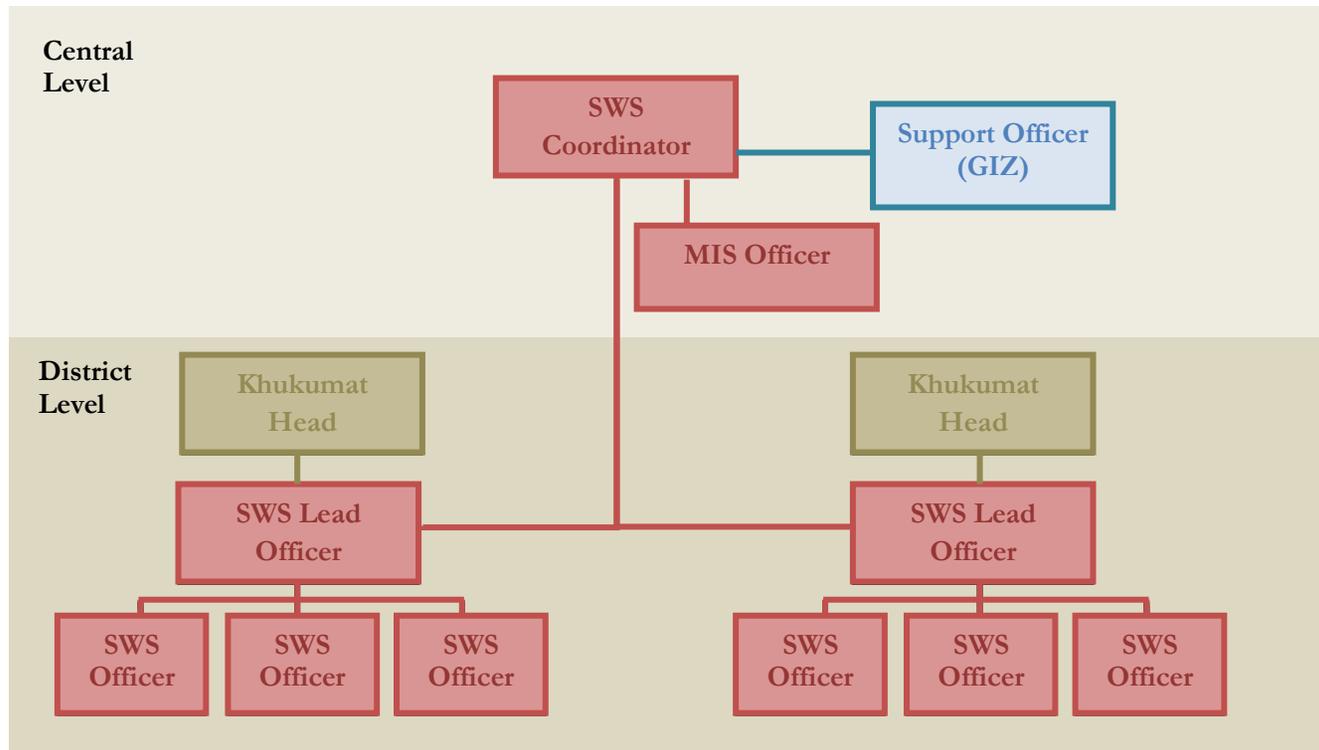
## Civil Registry and Other Required Documents

### The SWS will deal with this in 2 ways:

- Clients will be encouraged to make use of the hotline to ensure they understand which civil registry documents are required to submit applications, and the processing times to obtain those documents in order to best plan the minimum number of trips to the District Office during the application process;
- The SWS Coordinator will work with Khukumat Heads to make arrangements for the CRO to forward newly issued civil registry documents directly to the SWS, or be picked up by the SWS Officers . This will likely require a memorandum of understanding between the CRO and Khukumat as well as a waiver to be signed by the client



## Organizational structure of the Pilot





## Complaints Mechanism

- **During pilot phase the SWS will accept the following complaint types:**
  - No staff available / office closed during advertised office hours
  - Poor quality of service (long waiting times, rude or inattentive staff, etc.)
  - Unclear procedures to obtain documents or conflicting information provided
  - No follow-up provided within timeframes specified.
- **After the pilot**, the SWS Complaints Mechanism should be expanded to include more types of complaints, including those against Service Providers or document-issuing authorities, such as:
  - Civil Registration Office
  - Internal Passport Office
  - Certificate of Address Office
  - Agencies & Departments responsible for Programs & Services



## Content of presentation

**1. Background and current situation**

**2. The SWS concept in the Tajik context**

**3. Design parameters of the SWS Pilot**

**4. Moving to implementation: Next Steps**



## Legal Establishment of SWS Pilot

### *Memorandum of Understanding (MoU)*

- Between MHSP & Khukumat, approved by Deputy Prime Minister for Social Issues (under Office of President)
- MoU would detail the specific tasks & division of labour between MHSP and Khukumat, staff contributions, office space contributions, reporting structures,
- MoU prepared by MLSP
  - However, GIZ can support the MHSP with a first draft or base document of the MoU, which MLP can then make any changes to and finalize.



## Staffing of the SWS

- SWS Pilot will test the reorganization of existing structures in a more efficient model;
- MSLP Agencies and Khukumats each contribute Officers to Staff the SWS

### Central Level (MLSP)

- Coordinator (1/2 Position)
- Database/MIS Officer (Existing Officer supported by IT Consultant, financed by GIZ)

### District Level

- 3 to 5 SWS Officers who will staff the Unit
  - From 3 Agencies and Khukhumat Social Protection Officers
  - 1 of these Officers will be designated as Coordinator in each Pilot District

GIZ also provide technical support through Programme officer



# Management Information System (MIS) **giz** Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

Simple system which tracks client portfolio:

## 1) Basic Client Information

- Name, Passport Number, Program Eligibility

## 2) Program Applications Submitted

- Which programs were applied to, checklist of documents submitted
- SWS Officers log in to track & follow-up on individual applications

## 3) Reports and Monitoring Indicators

- E.g. Number of Applications Submitted (per month, year)
- Number of Successful / Rejected Applications
- Number of Eligible on Waiting Lists

Hardware: GIZ will contribute approximately 12 laptop computers

Software: GIZ will cover MIS software development by an IT Specialist

Possible to cross-reference with TSA database for analytical purposes.



# Training

## Orientation of Leaders on SWS

- Deputy Minister MLSP, Khukumat Head & Deputy, Head of Social Protection Unit MLSP Heads of 3 MSLP Agencies, Heads of Departments MSLP

## Training of SWS Officers

- Customer service for vulnerable people;
- Operational training on how to carry out SWS functions, how to use MIS, how to solve special cases, etc.



# Awareness Raising & Public Information Campaign

- The SWS Pilot Unit will undertake an ***Awareness Raising Campaign*** to inform **relevant government and non-government actors** involved in the receipt of requests for assistance, provision of information regarding social protection, and receipt and processing of applications to social protection programs & services.
- **The general public** will be informed that the SWS is open and of the services offered through a ***Public Information Campaign*** consisting of media advertisements (local radio, newsletters, etc.), community information sharing mechanisms, etc. The Public Information Campaign will specify that the SWS Pilot will only be available in the 2 Pilot Districts



# Estimated Work Plan

ACTIVITIES	RESPONSIBLE	2014												2015											
		JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
<b>Preparation for Implementation (until June 2014)</b>																									
Operational Design – mid-December completed	GIZ																								
MoU (Drafting & Signing) - 1 Month	MLSP, Khukumat		■																						
Actual Provision of Officers and Space – 2 weeks	MLSP, Khukumat			■																					
<i>Letter from Khukumat Indicating Specific Officers &amp; Physical Space Provided</i>																									
<i>3 Agencies Indicating Specific Officers to be Contributed</i>																									
Procurement of Computers by GIZ – 1 month (Immediately after MoU signed)	GIZ			■																					
Development of Reference Handbook for SWS Officers – 2 months	GIZ				■	■																			
Development of the MIS – 2 months	GIZ					■	■																		
Training – Preparation & Delivery (2 weeks – June)	GIZ							■																	
<b>Implementation (June 1<sup>st</sup> 2014 – December 31<sup>st</sup> 2015)</b>																									
Awareness Raising (Internal)	MLSP, Khukumat							■																	
Field Test – 2 to 3 weeks	SWS Pilot Unit							■																	
Public Info Campaign – Immediately following field test	SWS Pilot Unit							■																	
Opening of SWS to Public – August	SWS Pilot Unit							■																	
Regular Operation of SWS Pilot	SWS Pilot Unit							■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	
Regular Progress Meetings of Key Actors	GIZ, MLSP Pilot Coordinator, Khukumat Head & SWS									■				■					■				■		
Lessons Learned Workshop	GIZ																							■	



## GIZ Support

- Support in preparation process: Feasibility study and Operational design
- Ongoing technical advice and monitoring through Project staff
- Support in the development of SWS Handbook for Officers
- Financing of International (Set-up) and National IT-Expert (maintenance) for Management Information System (MIS)
- Procurement of Computers for SWS offices
- Publication of Operational Manuals, Handbook
- Training Modules & Materials
- Training through National consultant
- Public Information campaign



**Thank you  
for your attention**

**Q&A, Discussion**