The growing importance of Social Policy – insights from Eastern and Southern Africa

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We need to give Social Policy higher priority in ESARO

Change through Social Policy is a unique opportunity because:

1. It has the highest potential for operational impact in the region
2. It has significant positive effect on our brand
3. It can strengthen our organizational cohesion and integrate child and gender focused equity-oriented interventions
# Social Policy Addresses ESAR’s Key Contextual Challenges

## Challenges

- Child death and vulnerability due to *famine*, emergency: South-Somalia
- Child vulnerability due to *HIV/AIDS* (largest burden, significant number of global high priority countries are in ESAR)
- Child vulnerability due to *persistent poverty, inequity and social exclusion* (all 21 countries albeit at different scales; MICs the most unequal)

## Response examples

- Large-scale *emergency cash transfer programme* led by UNICEF with add-on interventions (2011/12)
- UNICEF and its partners promote ESAR into the *new global hub* for innovative, child, gender and HIV-sensitive social protection programme evaluations (2006-2012)
- See meeting programme for examples how UNICEF South Africa, or UNICEF Mozambique use analyses and work with partners to leverage *political will, funding and budgets*
ESAR Social Policy has grown in programme staff and results

**Current Social Policy staff in 22 ESAR Offices**
- 10 P5 posts (Angola, Ethiopia, Kenya, Mozambique, South Africa, South Sudan, Uganda, Tanzania and in ESARO)
- 38 P4/3/2 international staff posts plus
- 38 Reps, Deputy Reps, child protection and M&E staff also formally taking responsibility for promoting social protection

**Results (last year, incomplete list)**
- Mozambique: national action plan on Social Protection was approved by the Council of Ministers to support the vulnerable with 40% budget allocation increase in 2012 through IMF/ILO/UNICEF/WB collaboration
- **Malawi: secured support for scaling up social cash transfers from 1% to 3%, which means reaching nearly a third of the target group nationally.**
- **Rwanda: collaboration between WHO, ILO and UNICEF led to the government flagship Umerange 2020 programme better targeted on vulnerable children and families.**
- **Zambia: assisted the government to successfully roll out the universal child grant scheme for families with U5 children in three districts.**
- **Ethiopia: UNICEF initiated a pilot social protection programme in Tigray, helping families who cannot benefit from the country’s productive safety net programme.**
- **South Africa: national community programme to reach close to 2 million children living in poverty excluded from receiving the national Child Grant programme; UNICEF leveraged support for 1 million of them!**
Rapidly growing economies and the emerging population dividend offers huge opportunities for social policy in Africa

However in the region as a whole
Social Policy is more of an afterthought

No definition

- Not really clear what we mean by it
  - Is economic or health policy part of it?
  - Is downstream policy and implementation part of it?
  - Is research and evidence part of it?

Low priority

- Generally regarded as secondary priority
  - Out of 22 Offices in ESAR only South Africa gives Social Policy a leading role
  - In some ESAR countries no social policy staff posts

Unclear resources

- Not clear how much we invest in it
  - No standard report on total spending (FA5 basket)
  - Done in different forms in multiple units throughout the organization
The impact of Social Policy requires sustained investment

3 steps to achieve impact thought Social Policy

Professional base
- Establish professional base to make consensus possible
  - Human resources
  - Develop critical analyses
  - Work on quantitative and qualitative data gaps
  - Identify the right partners (e.g. Ministry of Finance)
  - Identify the right comparator countries

Technical consensus
- Achieve consensus on a technical level
  - Have a conceptual product (e.g. SitAn, Report on Costed Estimates for SP)
  - Reach expert base in government and among donors
  - Find the proper fora to create debate and consensus
  - Nurture credibility among practitioners and stakeholders
  - Use experience from other countries

Political action
- Reach action on a political level
  - Have the ear of the key decision-makers
  - Find the best way and right moment
  - Activate expert base to push through change
  - Activate political support from comparator countries
We should creatively learn from our past success stories

Basic service delivery was high impact because…

...we could control it and fill in gaps
...we strengthened our brand name and funding
...we shared a common purpose and practice
However, Social Policy has a huge potential for impact on our operations, financing and culture.

Social Policy is high impact because...

...we can achieve more
- A marginal improvement on public budgets might have greater impact than an extraordinary investment in service delivery from our side

...we can strengthen our brand name and funding
- Achieve greater visibility and credibility through stronger presence in key decision forums
- Leverage credibility for a stronger brand and support from financing sources

...we can enhance our organizational cohesion
- A shared vision of where we want to take the region is key
  - to strengthen organizational cohesion
  - Acting in a coherent way through different divisions & initiatives

Detailed on next page

How can we do it?

How can we develop it?
The difference we can make in the region through Social Policy is unparalleled by any other tools we have.

**Total government expenditure, 2010, USD million**

<table>
<thead>
<tr>
<th>Country</th>
<th>Expenditure (USD million)</th>
<th>UNICEF as % of Gov. exp.</th>
</tr>
</thead>
<tbody>
<tr>
<td>South Africa</td>
<td>124,839</td>
<td>0.00%</td>
</tr>
<tr>
<td>Angola</td>
<td>37,104</td>
<td>0.03%</td>
</tr>
<tr>
<td>Kenya</td>
<td>11,270</td>
<td>0.14%</td>
</tr>
<tr>
<td>Tanzania</td>
<td>6,451</td>
<td>0.01%</td>
</tr>
<tr>
<td>Botswana</td>
<td>6,006</td>
<td>0.40%</td>
</tr>
<tr>
<td>Ethiopia</td>
<td>5,638</td>
<td>1.04%</td>
</tr>
<tr>
<td>Mozambique</td>
<td>4,697</td>
<td>0.02%</td>
</tr>
<tr>
<td>Zambia</td>
<td>4,230</td>
<td>0.42%</td>
</tr>
<tr>
<td>Uganda</td>
<td>4,009</td>
<td>0.26%</td>
</tr>
<tr>
<td>Namibia</td>
<td>3,869</td>
<td>0.68%</td>
</tr>
<tr>
<td>Malawi</td>
<td>1,772</td>
<td>0.57%</td>
</tr>
<tr>
<td>Rwanda</td>
<td>1,754</td>
<td>0.80%</td>
</tr>
<tr>
<td>Lesotho</td>
<td>1,615</td>
<td>0.07%</td>
</tr>
<tr>
<td>Swaziland</td>
<td>1,307</td>
<td>0.11%</td>
</tr>
<tr>
<td>Madagascar</td>
<td>1,248</td>
<td>1.21%</td>
</tr>
<tr>
<td>Eritrea</td>
<td>896</td>
<td>1.29%</td>
</tr>
<tr>
<td>Burundi</td>
<td>785</td>
<td>0.39%</td>
</tr>
<tr>
<td>Comoros</td>
<td>128</td>
<td>0.89%</td>
</tr>
</tbody>
</table>

**Even in the most supported countries, a 2 %-point increase in government budget would outweigh UNICEF’s total spending.**

**Each 1 %-point in the GDP growth rate creates a fiscal space 1000 times the financial value of UNICEF support to the region.**
Therefore making Social Policy the no.1 strategic priority in ESAR might make sense
We need an action plan

Social Policy is UNICEF’s No.1 priority because this means

...we can achieve more

1. If taking more responsibility for Country Programmes and define our contribution to key organizational priorities (CUP, MORE)

We need clear definition on social policy and its accountability...

...we can strengthen our brand name and funding

2. Secure pre-set funding from core resources for a significant period to reach critical mass?

We need to projectize policy work; getting costs/benefits clear

...we can enhance our organizational cohesion

3. Conceptualize how UNICEF can contribute to 21st Century development with partners

Volunteer to prepare a first draft for the next organizational master plan (MTSP)?
Only we can do it – and we should do it together!

Thank you!