

# Governance and Management Arrangements for the ILO Global Flagship Programme on Building Social Protection Floors for All – Phase II<sup>1</sup>

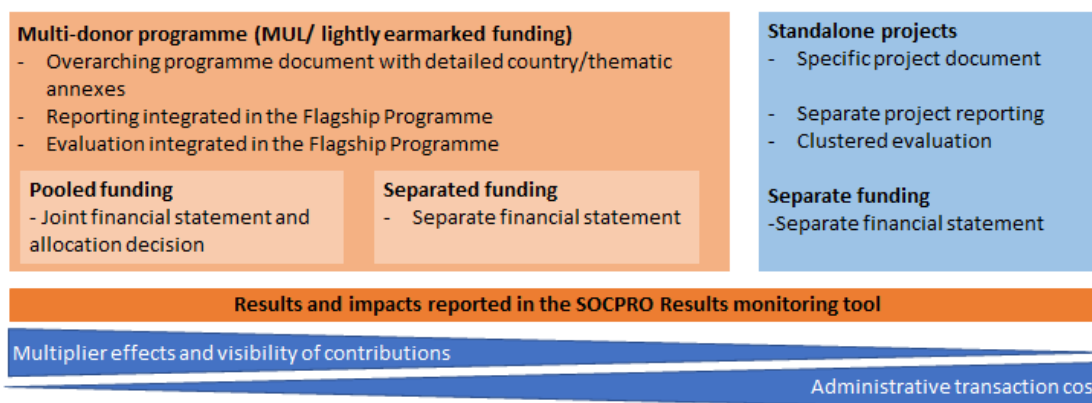
The governance arrangements of the ILO’s Global Flagship Programme on Building Social Protection Floors for All, comprised of the **Global Tripartite Advisory Committee** of the Programme and an annual **Development Partners meeting**, will be continued under Phase II. The implementation of the Programme remains the shared responsibility of the **management team** composed of ILO HQ and field specialists.

In addition, as part of Phase II of the Programme, a **Steering Committee composed of funding partners** will be created (see below). The funding architecture of the Flagship Programme integrates different funding sources to achieve results. They include:

- ▶ ILO’s regular budget which finances mostly the time dedicated by social protection HQ and field specialists to the Programme.
- ▶ Contributions from Regular Budget Supplementary Account (core voluntary funding).
- ▶ Lightly earmarked voluntary contributions (multi-donor pooled funding arrangement). Partners receive annual consolidated narrative reports, independent evaluations and financial statements for the full Programme. However, thanks to the Results Measurement Tool they can track specific results corresponding to their geographic and thematic priorities.
- ▶ Earmarked voluntary contributions that align with the strategic, reporting and evaluation framework of the Flagship Programme. Partners receive annual consolidated narrative reports and evaluations over the full Programme. Financial statements will be issued on the specific contribution of the funding partner.
- ▶ Earmarked voluntary contributions to specific projects under the overall Flagship Umbrella. These funding partners receive specific project progress reports, evaluations, and financial statements on their contributions.

## ILO Global Flagship Programme on Building Social Protection Floors for All

**Theory of Change:** **In-country support** in 50 countries (Pillar 1), complemented by **thematic expertise** and knowledge development in 16 areas (Pillar 2), in **partnership** at national and global level (Pillar 3) leads to **institutional changes** that strengthen national social protection systems that are sustainable and robust and nationally owned leading to **better coverage** of people and contributing to SDG 1.3. on **universal social protection**.



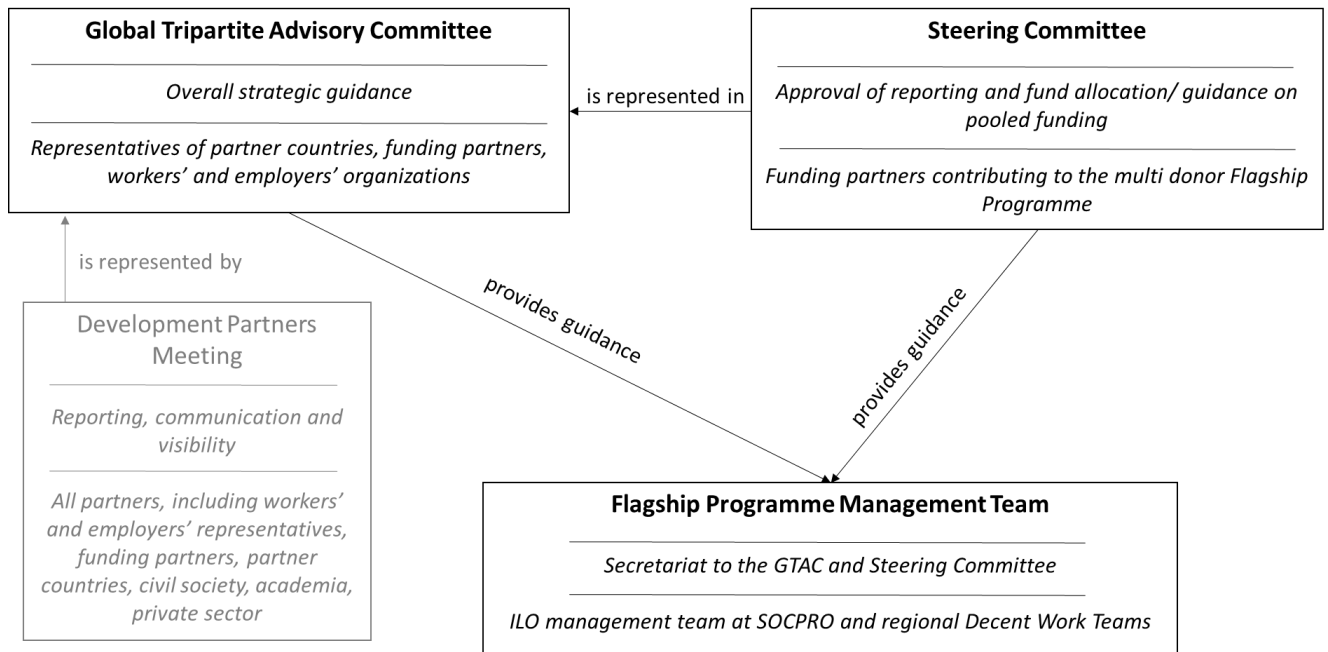
<sup>1</sup> This document should be read in conjunction with the overall Programme document for Phase II

### **Box 1 - Advantages of the multi-donor pooled funding arrangement**

1. A political and technical partnership
  - Partners contribute and promote ILO's vision
  - Partners disseminate joint results/impact in multilateral platforms (e.g., USP2030)
  - Partners learn and share knowledge (given the large amount of countries and scope of thematic areas covered)
2. Coherence and leadership
  - Individual contributions contribute to a cohesive programme
  - A steering committee facilitates exchanges of views among partners
  - Partners are leading a broader partnership for SDG 1.3 which includes multiple partners, programme countries and ILO constituents and is convened during the DP meeting once per year
3. Sustainability and flexibility
  - Social protection requires long term investments
  - The pooled funding avoids interruption of projects ("business continuity")
  - It creates flexibility to respond to national priorities and emerging needs
4. Efficiency
  - Reduced administrative burden with one steering committee, one evaluation, one narrative report and one financial report
  - Increased efficiency in management, technical assistance and ILO service delivery at the country level
  - Increased efficiency in linking thematic support to country projects demand for specialized technical assistance
5. Builds evidence and creates visibility
  - Transparency and accountability thanks to the Results Monitoring Tool
  - Joint reporting and independent evaluation
  - More visibility through coordinated communication efforts.

The **multi donor pooled funding arrangement** is the preferred modality for voluntary contributions. Together with the participating funding partners, the Management Team identifies the geographic and thematic priorities of the Flagship Programme to be supported with the pooled funding and makes decisions on allocations. The Steering Committee provides direct guidance to the Flagship Programme Management Team on the use of the pooled funding ; it also provides broader guidance on the strategic direction of the overall Flagship Programme through its participation in the Global Tripartite Advisory Committee.

► **Figure 1. Governance arrangement**



## Steering Committee<sup>2</sup>

The Steering Committee (SC) of the ILO’s Global Flagship Programme on Building Social Protection Floors for All (SPF-FP) will provide overall strategic guidance for the multi-donor programme. Its decisions will align with the objectives, approach, and scope of the SPF-FP as set out in the Programme Document “Support to the 2nd phase of the ILO Global Flagship Programme (2022 - 2025)”. The SC will approve<sup>3</sup> the SPF-FP annual report and provide feedback on the annual work plan of the multi donor programme.

The SC members will comprise one representative of each partner providing funding to the multi donor programme of the SPF-FP.

The SC will comprise a sub-group of representatives of those partners whose contributions are channelled through the pooled funding modality. This subgroup will decide with the SPF-FP management team on the allocation of pooled funds, address potential conflicts of interest, and approve the annual work plan and the related financial allocations to the geographical and thematic priorities prepared by the SPF-FP management team.

The SC will take into consideration the guidance provided by the Global Tripartite Advisory Committee in their decisions.

The SC will meet as needed, at least once a year. It will take decisions by consensus.

## Global Tripartite Advisory Committee

The multi-stakeholder Global Tripartite Advisory Committee (GTAC) of the ILO Global Flagship Programme on Building Social Protection Floors for All provides high-level strategic guidance on programme implementation, including on strategic orientations, partnerships, key developments and trends in social protection. It will also serve as a platform for updating the tripartite constituents on the SPF-FP progress and sharing information on on-going and planned activities to promote synergy and coherence. The GTAC

<sup>2</sup> The PSC and PAC Terms of Reference are available in [Annex B](#).

<sup>3</sup> Development partners providing earmarked voluntary contributions that align with the strategic, reporting and evaluation framework of the Flagship Programme will be part of the SC. There approval will only be required for decisions related to the thematic and geographical priorities supported by the respective earmarked contributions.

mandate is to be a forum for more in-depth discussion of key issues, concerns, or solutions, and to provide advice to the SPF-FP. Members of the GTAC will provide an informed perspective from their constituents and assist the SPF-FP in developing an understanding of relevant issues.

GTAC members will comprise representatives of partners (public or private) providing funding to the SPF-FP, one Representative of the International Organization of Employers, and one Representative of International Trade Union Confederation, and representatives of SPF-FP priority countries. The Director of the ILO policy department or designate will chair the GTAC, assisted by the Flagship Programme Head. Additional participants can be invited as observers. This also includes representatives of other ILO Departments as well as from Decent Work Teams and country offices.

The GTAC will meet once a year.

The Secretariat of the GTAC will be provided by the ILO through the SPF-FP management team. SPF-FP partners are encouraged to contribute to the funding of the SPF-FP management team through direct contributions, included in SPF-FP projects or the joint Programme.

## **SPF-FP management team**

The following workstreams have been identified under the Flagship Programme

- ▶ Strategy development (including country/ thematic pages/ strategic partnerships)
- ▶ Resource mobilization (including through the organization of the DP meeting)
- ▶ Support to countries (in-country support, thematic support and working with partners (UN, IFI, WO, EO)) provided by country/DWT/regional teams, SOCPRO experts and the TSF
- ▶ Coordination of field/HQ support including through the establishment of a well functioning TSF
- ▶ Monitoring and evaluation (including the Results Monitoring Tool)
- ▶ Evidence-based communication (including website and annual reporting)
- ▶ Knowledge development and sharing
- ▶ Internal capacity building
- ▶ Management of the Flagship and managing growth

The SPF-FP will be managed by a lean team, based in Headquarters complemented by regional focal points for each region. It is estimated that the following team will be managing the Programme at HQ Geneva: 1 strategic programming officer in charge of coordinating resource mobilization and donor relations, as well as governance of the SPF-FP, 1 coordinator for the support to countries (including establishment and implementation of the TSF), 1 monitoring/ evaluation officer in charge of annual reporting, 1 communication officer, and 1 budget officer under the responsibility of the Head of the SPF-FP/ Deputy-Director of the Social Protection Department. Regional and country focal points are already providing significant support in several areas of the SPF-FP management. The HQ team will be available to provide support to regional and national initiatives as far as available resources allow.

The implementation of the Programme and the achievement of its objectives will be a joint responsibility by staff at HQ, regional level and country level.

The team also relies on:

- the technical expertise of social protection experts of the Global Technical Team on social protection, including technical and coordination support from other members of ILO regional and sub-regional Decent Work Teams of Specialists and the Technical Support Facility

- Programme, Financial and Administrative support at HQ and in the regional sub-regional and country offices.
- Other ILO Departments supporting programme and project implementation

▶ **Global Technical Team on Social Protection**

The Flagship Programme is implemented by the **GTT**, which comprises social protection specialists and experts working at country, regional and headquarters levels. The ILO contributes to the Flagship Programme through support provided by regular budget staff in the areas of resource mobilization, the development of partnerships, internal and external communication, and management of the Flagship Programme, oversight of projects, monitoring and evaluation using the Results Monitoring Tool and so on. The ILO also contributes through regular budget staff who provide “technical backstopping” to projects by providing their knowledge and checking policy coherence on specific areas of specialization. The Flagship Programme relies on the GTT to facilitate the provision of support to constituents, document experience, collect and consolidate results and share good practices across the team. The Flagship Programme in its second phase will strengthen the GTT by creating ownership of the Flagship Programme, building its capacities and fostering more exchanges.

▶ **The Technical Support Facility**

The TSF is part of the GTT and complements country teams by providing timely and high-quality support on strengthening different areas of social protection in line with ILO standards. It is composed of experts that are entirely dedicated to supporting ILO constituents at country level; based on this support, TSF experts also document good practices and further develop the knowledge base related to their area of technical expertise (for example policy and technical briefs, good practices guides, capacity-building packages, online quantitative tools and so on).

The positions of experts in the TSF are in most cases financed by development cooperation projects. They work closely with specialists financed by the ILO's regular budget, who play a key role in the technical backstopping of the work undertaken under the Flagship Programme in order to ensure a coherent approach and a high quality of services. For instance, the TSF includes one expert on public finance and social protection financing that is backstopped technically by the Public Finance Economist of the Social Protection Department, as well as one legal expert who works in tandem with the Legal Officer of the Social Protection Department. This ensures strong complementarity of expertise across regular budget specialists and TSF experts, policy coherence aligned with ILO standards, and delivery of timely and quality services to Member States.

# Terms of reference for the Steering Committee of the multi-donor programme in support of the ILO's Global Flagship Programme on Building Social Protection Floors for All

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## Steering Committee

### Purpose

1. The Steering Committee of the ILO's Global Flagship Programme on Building Social Protection Floors for All (SPF-FP) will provide overall strategic guidance on the implementation of the multi-donor programme. Its decisions will be aligned with the objectives, approach, and scope of the SPF-FP as set out in the Programme Document "Support to the 2nd phase of the ILO Global Flagship Programme (2022 - 2025)". The SC will take into consideration the guidance provided by the Global Tripartite Advisory Committee in their decisions.

### Composition

2. The SC members will comprise one representative of each partner providing funding to the Programme "Support to the 2nd phase of the ILO Global Flagship Programme (2022 - 2025)" under the SPF-FP either under the pooled funding modality or through a specific project.
3. Decisions regarding the allocation of pooled funds will be defined by partners whose contributions are channelled through the pooled funding modality.

### Responsibilities

4. The specific responsibilities of the SC include the following:
  - Approve the annual work plan and budget prepared by the SPF-FP team ensuring that resources are deployed to their most productive use.
  - Review the annual Flagship Programme report and the Flagship Programme evaluation reports.
  - Provide feedback related to the overall implementation of the multi-donor programme including its monitoring and evaluation arrangements.
  - Define the allocation per country/ thematic/ management component of SPF-FP funds channelled through the pooled funding modality .
  - Adhere to these Terms of Reference and to the role of the Steering Committee.

### Meetings

5. The SC will meet as needed, at least once a year. The exact number of meetings per year will depend on the agreed workload for the SC and the most appropriate timing for consideration of specific matters.
6. The SC will take decisions by consensus.
7. Meetings will be chaired by the Head of the SPF-FP.