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Public Service Innovation

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# THE SOUTH-SOUTH MATCHMAKER

South-South Network for Public Service Innovation  
2017-2018 Best Practices

#SSN4PSI





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# About The Network

The SSN4PSI is a collaborative platform where governments, private sector organizations, experts, and academics exchange knowledge, experiences, and expertise on public service innovation.

The Network utilises South-South and triangular cooperation approaches to empower southern countries to learn from and support one another in identifying vital innovations and scaling up novel solutions to public service challenges by customising the necessary tools and strategies to their unique country contexts.

The South-South Network for Public Service Innovation (SSN4PSI) was launched at the 2017 Global South-South Development Expo in Antalya, Turkey, to harness innovations, particularly in the area of public service delivery and to help developing countries in the Global South achieve the Sustainable Development Goals (SDGs)

## Global Collaborative Platform

Exchange Ideas, Experiences and Expertise  
Harness Innovations in Public Service Delivery



Members

Functions

# SSN4PSI Knowledge Export-Import Model

The SSN4PSI uses 'Matchmaking' methodology to achieve the objectives of the Network. Matchmaking ensures that countries that have successfully tackled public service challenges "export" solutions to countries that need them the most. The model is depicted in figure 1.

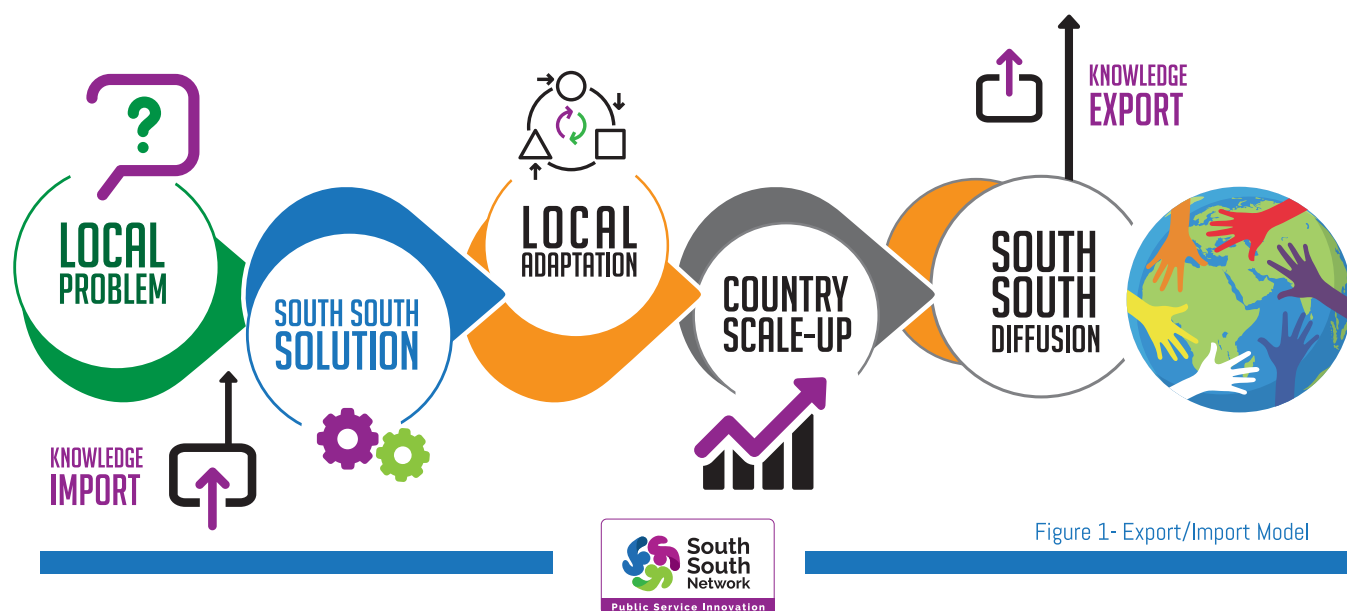


Figure 1- Export/Import Model

The Matchmaking model goes beyond traditional knowledge sharing and peer-to-peer as follows:

1. 'Problem owner' in importer country identifies problem;
2. Importer country reaches out to SSN4PSI;
3. An innovative solution is found in an exporter country;
4. Importer country adapts the solution to fit its context facilitated by SSN4PSI;
5. The proven solution is scaled up for impact and
6. Lessons and insights are diffused globally





# SSN4PSI Network

Matches Made (2017-2018)

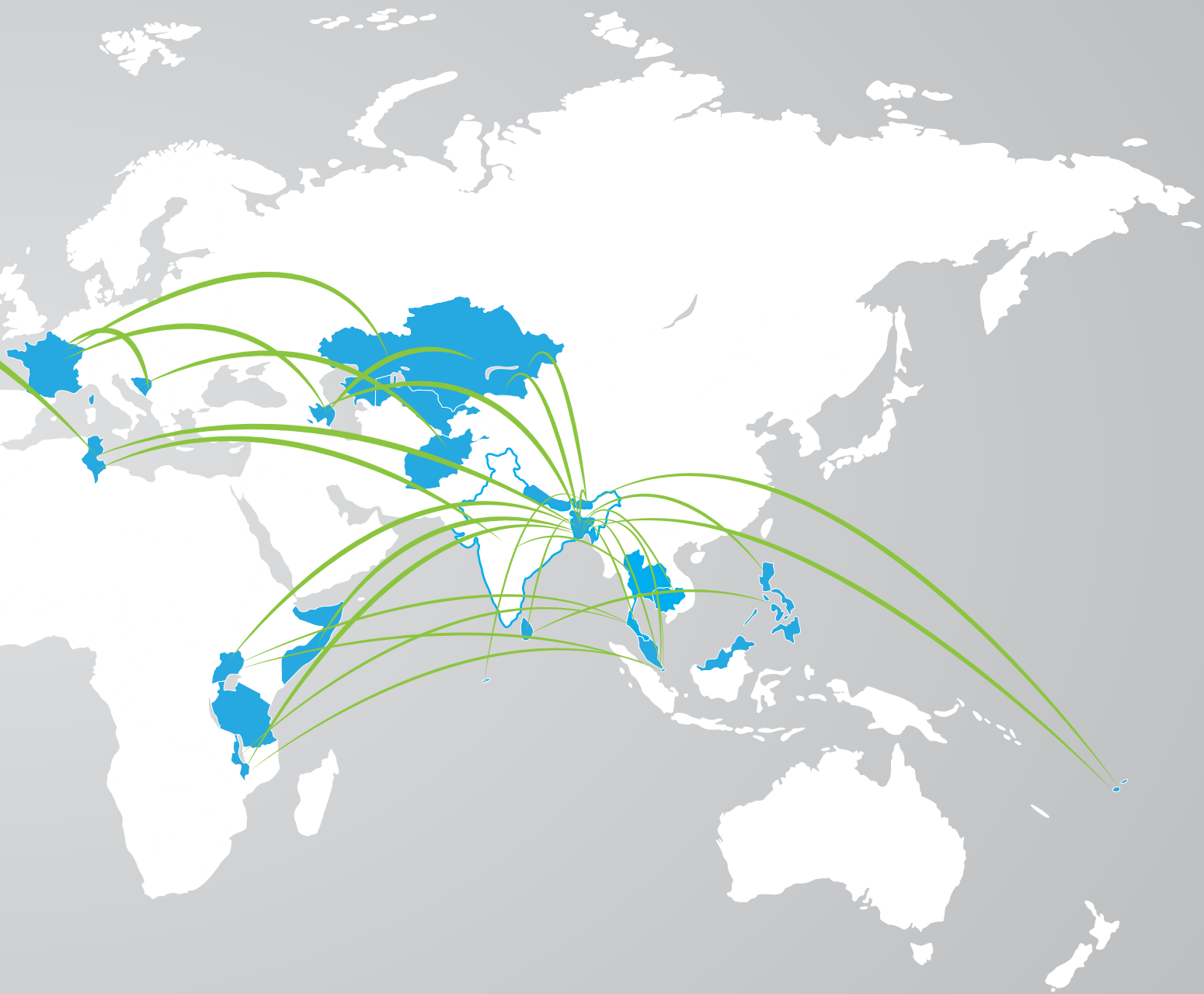


South  
South  
Network

Public Service Innovation

-  Countries Connected to the Network
-  Export-Import of Knowledge, Tools & Expertise

# THE SOUTH-SOUTH MATCHMAKER



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The boundaries and names shown and the designations used on this map do not imply official endorsement or acceptance by the United Nations.





# THE SOUTH-SOUTH MATCHMAKER





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# CASES FEATURED IN THE MATCHMAKER





## Bhutan to Fiji

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# Tools and Insights for Improving Public Service Delivery

### How has Bhutan improved public service delivery?

Public sector reforms have received considerable attention over the past years in Bhutan. With technology as a key enabler, successive governments have embarked on a long-term strategy to create a holistic, digital system to improve public service delivery. This includes digitizing government services, creating online means of citizens' access and establishing Digital Community Centres in rural areas to provide public access to computers, internet, media, other Government to Citizen services and even financial, entertainment and business services.

Bhutan has also recently launched 'eKaaSel', an online platform for citizens to provide feedback related to public services offered in the country.

### How can Fijians benefit?

- 1. Efficient Public Service Delivery:** Reduction in turnaround time in availing public services
- 2. Bridging the Digital Divide:** Rural communities will have doorstep access to ICT equipment and infrastructure thus narrowing the digital divide
- 3. Enhancing Good Governance:** Citizens, particularly the rural underserved will be able to provide feedback on the extent and quality of public services they receive and can even communicate with government officials based in the capital directly
- 4. Creating Business Opportunities:** provide a platform to service providers from the private sector to take services to the grassroots level and integrate them with public sector providers. For e.g. private electronic payment services integrated with public utilities.



With technology as a key enabler, Bhutan and Fiji have struck a partnership to create holistic, digital systems for improving public service delivery







## Singapore to Uganda

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# Teaching Factory Concept

### What is the Teaching Factory Concept?

The Teaching Factory Concept is a vocational education and training (VET) methodology designed for individuals aiming to develop sophisticated and specialized industrial and applied research skills. It emulates and integrates real-life industrial environments with the classroom teaching and learning environment through on-site project work which is an integral component of the methodology.

The concept was developed Singapore's Nanyang Polytechnic.

### What makes the concept unique?

- Installs authentic and practical training facilities
- Creates an environment that inspires creative thinking
- Employs professionals with relevant industry experience and capability to form applied research and industry project teams
- Provides a sustainable and effective platform for capability development
- Brings in relevant and suitable industry projects that engage both staff and students to develop and research together
- Provides students with full-time 'semestral projects'
- Appoints lecturers with professional experience to be project supervisors

### How is Uganda benefitting from importing this model?

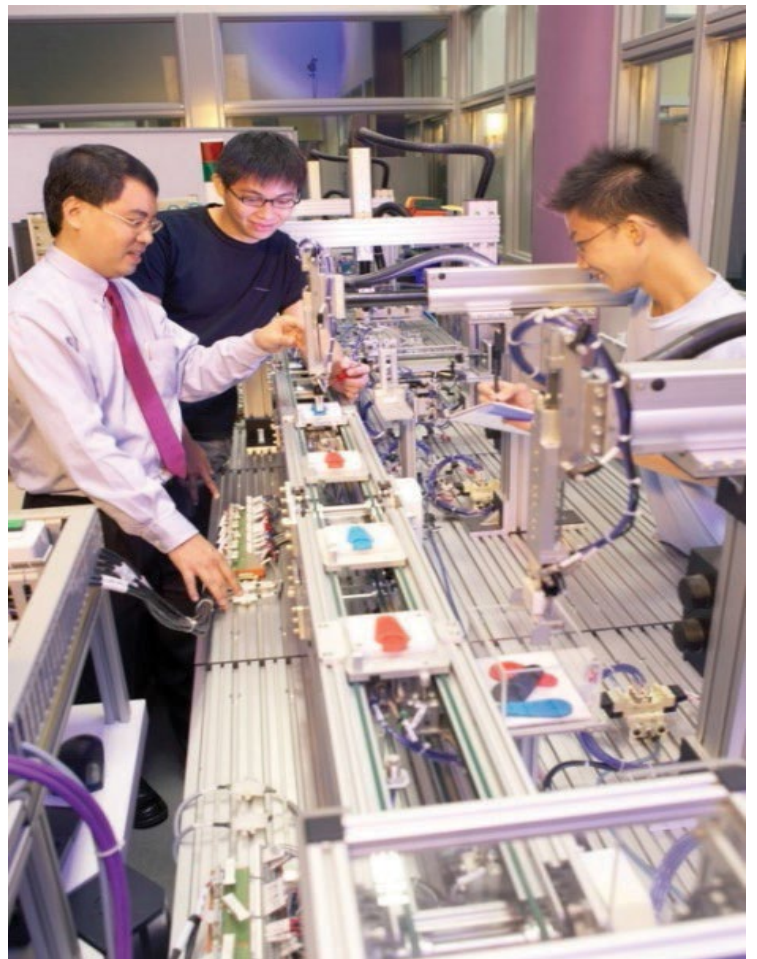
Endowed with significant natural resources, including ample fertile land, regular rainfall, mineral deposits and a large youth population, it is thought that Uganda could feed all of Africa. The economy of Uganda has great potential, and is poised for rapid economic growth and development.

However, the 77% of Uganda's population who are under 30 years of age lack the skills necessary to transform the country's potential into reality. This is where Singapore's Teaching Factory Concept is helping Uganda by:

- Helping design effective, hands-on learning processes
- Sharpening problem solving skills
- Expanding and deepening skills pools relevant to industry
- Fostering closer strategic links between academia and industry



Singapore's Teaching Factory Concept can potentially equip Uganda's youth with the skills they need to transform the country's development dreams into reality







## Bangladesh to Peru

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# SDG Tracker

### What is the SDG Tracker?

It is an online data repository for monitoring the implementation of various activities directed towards achievement of the Sustainable Development Goals (SDGs).

The SDG Tracker ([www.sdg.gov.bd](http://www.sdg.gov.bd)) was created by the Access to Information (a2i) Programme of the Government of Bangladesh.

### Key Features of the SDG Tracker

1. Connects to all relevant data sources and shows progress towards the attainment of the SDGs over time
2. Visualizes key analysis as well as significant trends and patterns
3. Compares data from across districts and sub-districts creating a healthy competition
4. Sets and tracks development targets for the future.

### How will Peru Benefit from Importing this Tool?

The SDG Tracker is intended to create an online data repository for accurately monitoring implementation of various activities in line with the SDGs leading to efficient resource allocation and effective policymaking for inclusive and sustainable development. Initially, the biggest benefit will accrue from the identification of data sources and gaps along with the system's requirement resulting from analyses conducted to set localized sustainable goals, targets and indicators



Initially, the biggest benefit of the SDG Tracker will accrue from the identification of data sources and gaps necessary for Peru to set localized sustainable goals, targets and indicators

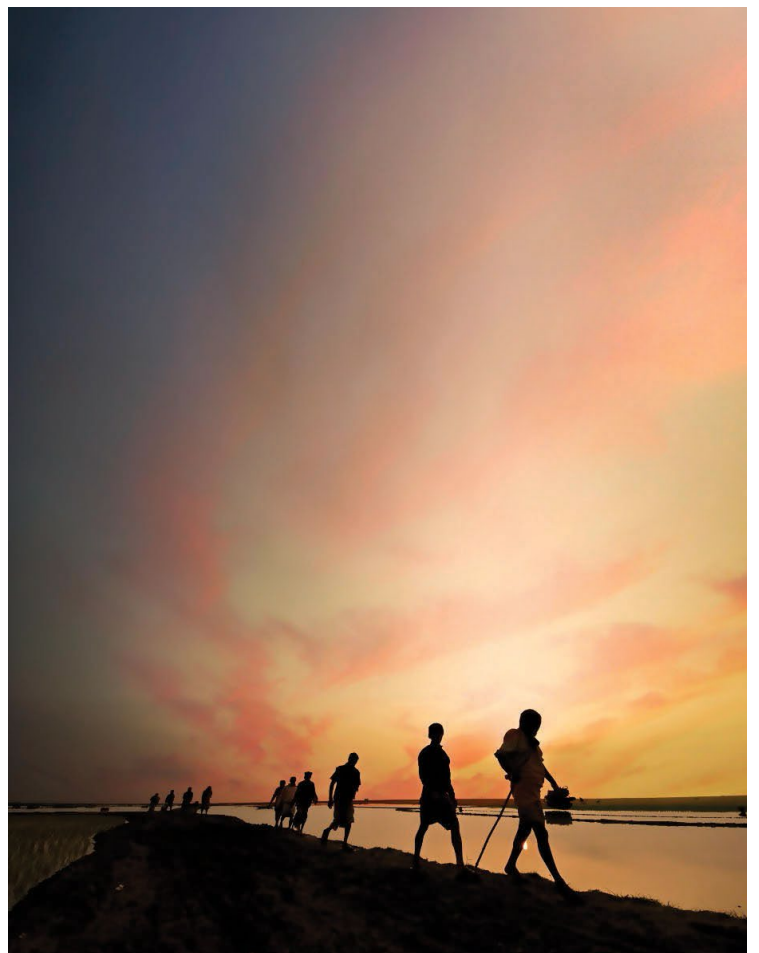






Photo: Sri Lanka





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# COUNTRY BEST PRACTICES

**THE SOUTH-SOUTH  
MATCHMAKER**





## Sri Lanka

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# Social Innovation Lab

### What does the Lab do?

Social Innovation Lab Sri Lanka, popularly known as Citra, works with government partners to introduce innovation practices and frameworks such as design-thinking, behavioral insights, citizen-centered project development methodologies into government processes.

Citra also supports the prototyping of innovative ideas through research, scanning the horizon for similar experiences and carrying out user journey mapping exercises.

### What is the Team Like?

The Lab is staffed with a unique team comprising of individuals from various areas of expertise including Sociology, Data Science, Behavioral Psychology, Digital Design, Development Economics, Engineering, International Relations, and Gender Studies. The team also brings together years of diverse work experience ranging from time in the Government of Sri Lanka, private banking sector, development organizations in the country, exposure and experience at world renowned local and international institutions, and also valuable experience working within the UN system.

### Citra's Flagship Projects

**ShaRe Hub** An online disaster relief coordination tool developed for the Humanitarian Country Team (HCT) in Sri Lanka. This online tool contributes to easier coordination amongst all actors during a disaster and subsequently during relief efforts. It also allows all stakeholders to access real-time data on disasters and affected areas, so they can execute relief efforts accordingly.

**Public Transportation and Road Accidents** The Lab is using behavioural science, amongst other tools, to uncover insights into the existing public transportation system and work with relevant partners in create multi-pronged strategic interventions.

### Focal Person of the Initiative

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The establishment of Social Innovation Lab Sri Lanka was the primary outcome of the First National Summit on Foresight and Innovation hosted by UNDP in 2016.







## Peru

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# Informed Public Policymaking Aided by Systematic Centralization of Statistical Information

### What is the Innovation?

Integrated Crime and Citizen Security Statistics System centralizes all the information of Peru's National Censuses, Specialized Surveys and sectorial administrative records to obtain data on all forms of criminal activities.

It thus facilitates the generation of a comprehensive information system on crime and citizen security based on the existing information in the criminal justice system and the statistics produced by the National Institute of Statistics and Information Technology. The system includes the geo-referencing of crimes that enables the construction of criminal maps.

### What Makes this System Unique?

The Integrated Crime and Citizen Security Statistics System (ICSSS) integrates different databases, allows to optimize resources, seeks interoperability and cooperation between public administration institutions that allows having a common conceptual framework; improve decision making, planning actions in prevention and strategies for a better targeted distribution of resources for prevention, combat and treatment of crime in Peru.

### Focal Person of the Initiative

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ICCSSS  
integrates different  
databases to  
obtain  
geo-referenced  
data on all  
forms of  
criminal activities







## Singapore

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# The NYP Teaching Factory Concept

### What is the NYP Teaching Factory Concept?

The Teaching Factory Concept, developed by the Nanyang Polytechnic (NYP) in Singapore, is a technical & vocational education and training (TVET) methodology emulates and integrates real-life industrial environments with the classroom teaching and learning environment through hands-on and real-life application-oriented project work which is an integral component of the methodology.

The concept was developed by Singapore's Nanyang Polytechnic.

### Key Benefits from Importing this Model?

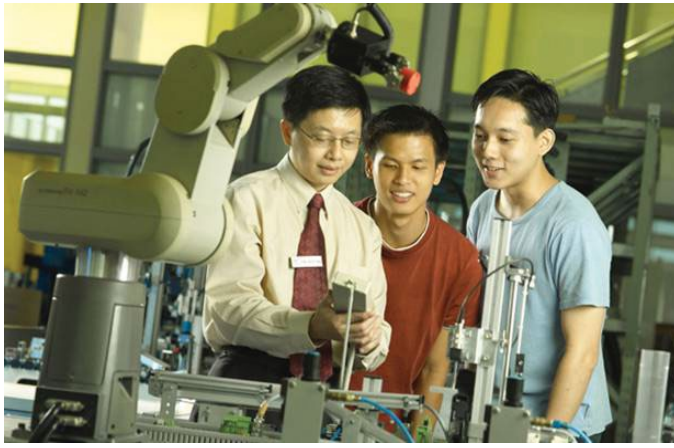
- Design effective, hands-on learning processes
- Sharpen students' problem solving skills
- Expand and deepen skills pools relevant to industry
- Foster closer strategic links between academia and industry

### What Makes the Concept Unique?

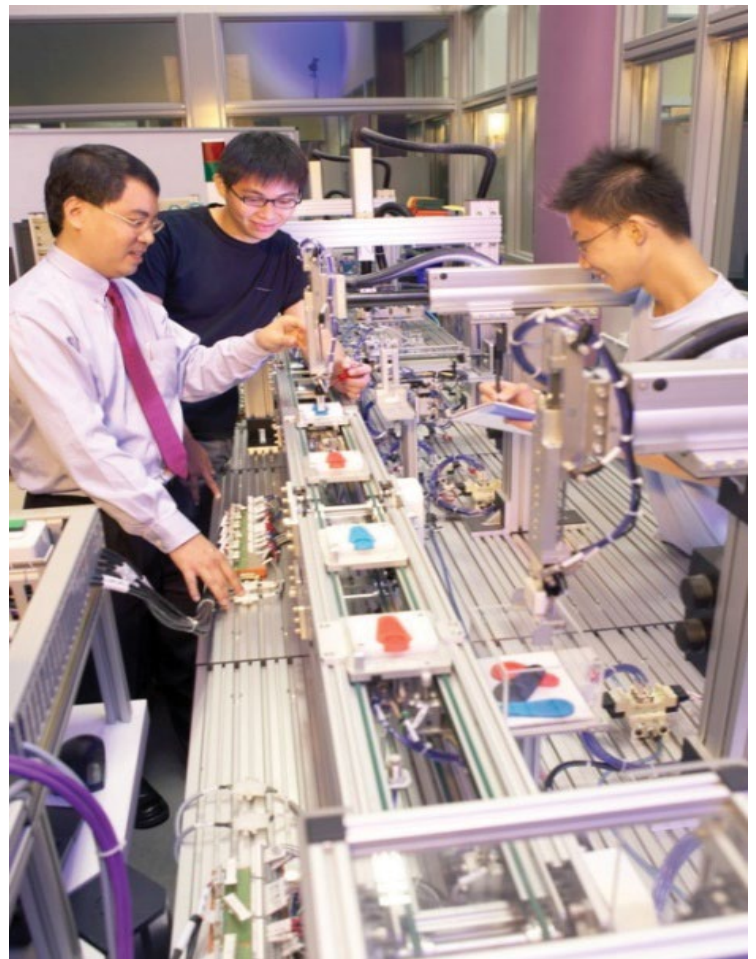
- Real-life Industry & Business environment and effective curriculum
- Creates an environment that inspires creative thinking Inspiring learning environment & experiences through actual/emulation/simulation of real-life applications/solutions
- NYP Staff /Lecturers with experience, who continue to build up capabilities, that can develop critical expertise in students through projects
- Provides a sustainable and effective platform for capability
- Brings in relevant and suitable industry projects that engage both staff and students to develop and research together, collaborate with industry /businesses on projects and enable staff and students to jointly develop and carry out projects
- Engage students in full-time project works during the Project Semester

### Focal Person of the Initiative

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The NYP Teaching Factory Concept collaborates with industry/businesses to integrate real-life industrial environments with the classroom teaching and learning environment







## Tunisia

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# South-South-North Cooperation for Innovations in Health Service Delivery

Tunisia has achieved massive improvements in public health and emerged as a regional and global resource for frugal yet effective innovations in health service delivery.

Over the last fifty years, its birth rate has fallen from 50 per thousand to 19.3 per thousand; and death rate from around 25 per thousand to just 6.3. Life expectancy has shot up from 47 years to 75. Maternal mortality has decreased sharply from 700 per 100,000 live births to 45.

### Exemplary South-South-North Cooperation

A South-South-North triangular cooperation project between France, Tunisia and Niger was launched within the framework of Partners in Population & Development with the purpose to transfer from Tunisia and adapt to the context of Niger:

- Best practices
- Approaches
- Strategies
- Management methods

The Government of France provided the financial and technical support.

### International Recognition

Tunisia was designated by UNFPA as a Centre of Excellence in population activities for Africa and the Arab world in 1994. And in 2004, as a Centre of Reference in the Arab region for youth peer education in sexual and reproductive health.

Tunisia was designated by JICA in 1999 as country of expertise in RH/Population activities for third part for African French speaking countries.

Most recently in 2008, Tunisia won UNDP's South-South Award for the success of the triangular Cooperation program in RH between Tunisia-France-Niger.

### Specific Fields of Assistance Offered by Tunisia

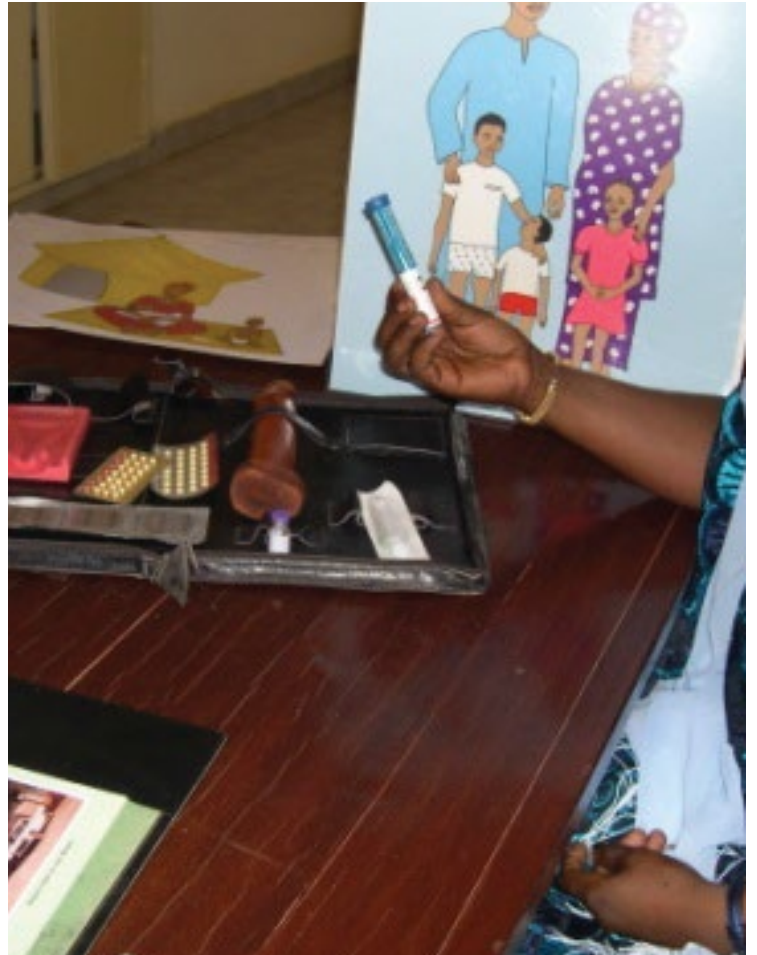
- Advocacy: decision makers, parliamentarians and religious leaders
- Capacity building (training in Tunisia and in Niger)
- Provision of equipment for mobile units
- Information, education and communication activities

### Focal Person of the Initiative

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Tunisia has achieved massive improvements in public health and emerged as a global resource for frugal yet effective innovations in health service delivery







## Azerbaijan

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# e-Government Elements

EGE (E-Government Elements) is an information system for registration, coordination and evaluation of state information resources (IR) and systems.

### It helps:

- Determine the primary source of information
- Investigate integration opportunities
- Eliminate repetitiveness of data
- Register system stoppages
- Determine digitization priorities
- Measure the necessity of establishing new information systems

### Key Features of the System

Separate modules specifically designed for:

- Identification of primary sources of data
- Evaluation of functionality and relevance of existing systems
- Scrutinization of effectiveness of newly developed services and systems
- Providing suggestions for service and system organization
- Providing suggestion to establish and maintain ES, IR and IS

### Focal Person of the Initiative

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EGE features separate modules designed for each phase of establishing state information resources and systems







## Bhutan

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# Community Centers in Rural Bhutan

### Context

A priority policy of the Royal Government of Bhutan (RGoB) is to facilitate affordable access to information in rural and far-flung communities of the country. The establishment of the Community Centers was identified as part of the 'Accelerating Bhutan Socio-economic Development' initiatives in the 10th Five Year Plan. Today there are 200 community centers established across remote rural areas of Bhutan.

### Key Features of the Community Centers

The Community Centers integrate functionalities of tele-cottages, telephone shops, internet kiosks, village knowledge centers, networked learning centers, and multipurpose community tele-centers. They provide public access to computers, internet, media and other Government to Citizen (G2C) services. Furthermore, the CCs are also equipped to provide financial, entertainment and business services. The CCs are connected with optical fiber to provide reliable and high speed internet access to facilitate online service delivery.

### The Community Centers (CCs) aim to:

- Reduce poverty, empower communities and improve the quality of life in remote rural areas of Bhutan through facilitating access to ICT, online government to citizen services, media, postal and other general public services and also to multipurpose rural community centers
- Create a low-cost vehicle for government institutes and agencies to enable easy, direct and cost effective delivery of e-governance services to citizens
- Customize and deliver standard products and CC2C, B2C, C2C and Hybrid Services to meet local needs
- To establish multi-service delivery points – a judicious mix of government and community service packages

### Positive Outcomes of the Initiative

- Efficient Public Service Delivery: Reduction in turnaround time in availing public services
- Bridging the Digital Divide: Rural communities will have doorstep access to ICT equipment and infrastructure thus narrowing the digital divide
- Enhancing Good Governance: Citizens, particularly the rural under-served will be able to provide feedback on the extent and quality of public services they receive and can even communicate with government officials based in the capital directly
- Creating Business Opportunities: provide a platform to service providers from the private sector to take services to the grassroots level and integrate them with public sector providers. For e.g. private electronic payment services integrated with public utilities.

### Focal Person of the Initiative

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Today there are 200 community centers established across remote rural areas of Bhutan delivering customized CC2C, B2C, C2C and Hybrid Services







## Thailand

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# Repeated Teen Pregnancy Prevention Project

### Context

Before the project was launched, although Thailand was already the under universal health coverage scheme, uptake of Long-Acting Reversible Contraceptives (LARCS) among Thai women was very low, especially in the adolescent age group. National surveys in 2012 showed that only 0.7% of Thai women used implants and IUDs. As for the adolescent age group (15-19 years), only 0.3% used implants and 0.4% used IUDs.

### The Innovation

In 2013, the Bureau of Reproductive Health (BORH) used the results from contraceptive services survey in 2010 that LARCS was available in only 30% of Thai government hospitals, to convince the National Health Security Office (NHSO) to change the payment method for contraceptive services from per capita to fee for services. The NHSO agreed to pay 800 Baht and 2,500 Baht per cases for IUD and implant respectively. The price included cost with a margin for hospitals. The target group included all adolescents under 20 years old

### Results & Impact

The approach made hospitals feel comfortable to provide LARCS because the more provided cases, the more they got money back. Another advantage with this approach is that the adolescents can take the LARCS at any hospitals under the UHC, which were not limit to only their registered hospitals.

After the project was launched in 2013, the results from the NHSO e-claim shown that the LARCS was provided to 4876, 10440, 23736 and 36608 adolescents from 2014-2017 respectively. The improvement of LARCS uptake was also shown in our follow up contraceptive services survey in 2015 that the hospitals with available LARCS services increased from 30% in 2010 to 70% in 2015. The results from MICS 5 in 2015 also shown that the usage of implant in adolescent increased from 0.3% to 2.4%.

### Focal Person of the Initiative

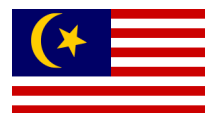
Dr. Bunyarit Sukrat, Assistant Director, Bureau of Reproductive Health, Department of Health, Ministry of Public Health, Thailand. bunyarit\_su@hotmail.com, +6625904171



A change in the payment method for contraceptive services meant the more LARCS hospitals provided, the more they got money back leading to a sharp increase in uptake







## Malaysia

# Institution-Industry Collaboration in TVET Education via Work-Based Learning (WBL)

Work-based Learning (WBL) is an educational strategy which provides students with real-life work experiences through immersion programs guided by industrial practitioners. Students get to not only apply the theories that they have learnt, but hone their technical skills as well at the workplace. Specifically, WBL collaboration between polytechnic and collaborative industries covers the aspect of curriculum development, teaching and learning, monitoring and assessment both in the classroom and at work place.

### What Makes this Model Unique?

- By collaborating with industry partners during curriculum design, academic content is mapped to authentic workplace tasks and integrate workplace tasks and classroom instruction
- WBL exposes students to the nature of the work place as early as possible to give them the necessary experience and a head start in their career
- Students who undergo the WBL program get to put into practice and test the theories that they learnt in the classroom
- WBL also enables institutions to understand the needs of the industries better and provides a better alternative for the practical component as students will be using real equipment and probably better machines
- Students also get the opportunity to apply the knowledge they get to enhance their soft skills especially communication skills, presentation skills, problem solving skills as well as critical thinking skills

In most cases, after six months in the industry, students tend to have better confidence level, improve their interpersonal skills as well as possess better negotiation skills.

Through WBL, industrial partners are able to save time in training. If a company takes a student to complete their WBL component in the company, they could use the six months training period to get the students accustomed to the company. They could also train the students in the area that they need workers in.

### Focal Person of the Initiative

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WBL not only enables students to apply theories they have learnt but also hone their technical skills through real-life work experiences







## Uganda

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# Integration of ICT into Education

The initiative is aimed at improving the training and quality of teachers through the use of ICT competences. In turn, this improves classroom instruction and enhance learning leading to creativity and innovation among learners.

It intends to achieve increased access to information and sharing of knowledge among teachers through the teachers' portal. It also improves communication among teachers and learners. There is improved class preparation through research and delivery of lessons to meet the needs of learners. Use of ICT tools reduces the cost in the procurement of perishable instructional materials and helps in the improvement of general administration and management of schools. It also aims at the development of digital learning content to facilitate classroom instruction and learning, hence improve the overall quality of education in Uganda.

### Key Results and Impact

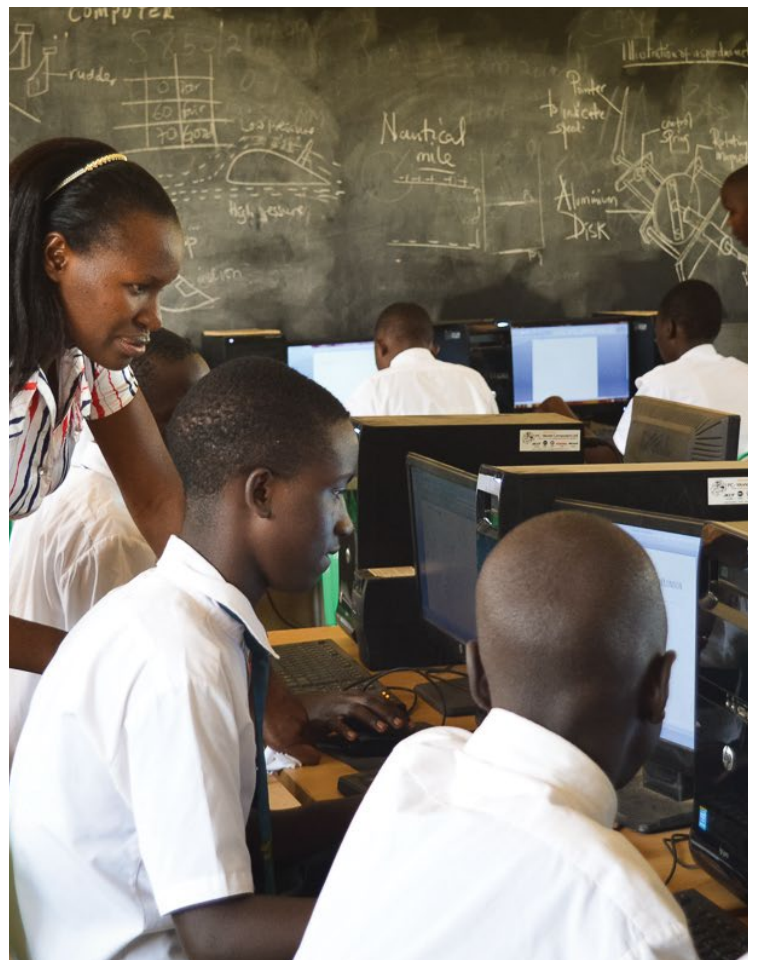
- The use of teachers' portal has led to an improvement in teachers' competency across the country through peer-to-peer capacity building and transfer of good practices to others schools
- Children are able to learn on their own, hence the promotion of Child to Child learning leading to creativity among learners
- Transmission of good management practices across the districts and enhanced transparency
- The initiative has led to cross country improve in the monitoring and supervision of school activities
- There has also been increased use of phone functions beyond making calls, for instance, calculations in businesses, surfing, and social media and e-mail among others

### Focal Person of the Initiative

George Mukose, Senior Education Officer, Ministry of Education and Sports, Uganda  
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Use of ICT to enable peer-to-peer capacity building of teachers has improved classroom pedagogy and the educational outcomes of learners







## Nepal

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# Innovations in Migration Governance

### What is the Innovation?

Nepal's Foreign Employment Information Management System (FEIMS) which aims to improve migration governance by bringing all stakeholders to one integrated platform.

International migration, particularly short-term employment to the Middle East and Malaysia, is an important part of Nepal's economy with remittances equivalent to 26-27 per cent of the GDP. Despite the significance of migration, migrants are still subject to numerous vulnerabilities at the pre-departure, on-site and return stages.

With over 1,200 active recruitment companies facilitating migration and over 500,000 Nepalese migrating annually, overseas foreign employment management is a major challenge. FEIMS brings all players to the same platform which eases monitoring of stakeholders and ensures transparency, accountability and robust record-keeping.

FEIMS also features a companion mobile phone application to further facilitate migrants' and aspirants' access to information and to allow them to track their applications and grievance redress processes.

### Key Issues Addressed by FEIMS

- **Pre-Departure:** Attestation of labor demand by foreign employers at Nepali diplomatic missions ensures that aspirants have access to authentic job demand information. The biometric information collected at orientation centers linked to FEIMS ensures full attendance in the pre-departure training.
- **During Migration:** Migrants are also subject to contract substitution and high recruitment costs which are financed by high-interest loans. FEIMS features a complaint and grievance management mechanism that ensures timely resolution of the migrants' concerns.
- **Return:** For the first time in Nepal's migration history, integration of the Immigration Department database to FEIMS has allowed data of returnees to be recorded. FEIMS collects migrant related data which can be further used in domestic employment within Nepal such as by allowing local employers to search for experienced employees or by providing loans or incentive packages to deserving migrants based on their labor approval records. FEIMS also facilitates emergency support to stranded migrants, and in case of deaths and missing migrants, can engage with authentic points of contact for coordinated rescue efforts and compensation provision.

### Focal Person of the Initiative

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FEIMS brings all players related to international migration onto the same platform which eases monitoring and ensures transparency and accountability







## Somalia

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# AAMIN Ambulance Services

Thousands of people are rendered disabled or killed every year in road accidents throughout Somalia. After any major accident, those seriously injured must lie on the site for several hours waiting to be shifted to the nearest hospital or medical centre. Often, such delays cause loss of valuable lives while leaving many others injured and handicapped.

AAMIN Ambulance was founded by a dentist called Dr Abdulkadir Abdirahman Adan, who returned to Somalia during the war in 2006 to find near non-existent emergency health services. The AAMIN organization started the ambulance service, and other social welfare activities, in the same year 2006 because of a breakdown in services, such as, those dealing with emergency responses – provided by local authorities amidst the violence which ravaged the country in the previous decade.

### What Makes the AAMIN Ambulance Service Unique?

The free AAMIN Ambulances are equipped with state-of-the-art, life-saving technologies and staffed with carefully selected pre-hospital care professionals from all over the world.

They provide top-notch emergency pre-hospital care to Somali people particularly victims of road accidents in and around the capital Mogadishu. Their goal is to improve the ability to treat patients' on-scene and provide better connectivity with other hospital services. In addition, the service maintains a fleet of ten ambulances, field mobile units and rescue units in a state of readiness to meet any emergency in the shortest possible time anywhere in the capital.

Aamin Ambulance has received an award from the Ministry of Health and Social Services of the Federal Government of Somalia and seeking to obtain the following certifications: ISO 9001 (QMS), ISO 14001 (EMS) and OHSAS 18001 in the near future for the voluntary services they provide and commitment to their clients.

### Focal Person of the Initiative

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Free AAMIN Ambulances are equipped with state-of-the-art, life-saving technologies, staffed with carefully selected healthcare professionals and provide top-notch emergency pre-hospital care







## Bangladesh

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# Reducing TCV: An Innovation Measurement Tool for Civil Servants

### TCV: Placing Citizens at the Centre of Public Service Innovation

Reducing TCV has now become the byword for innovation within the Bangladesh government. Reducing the time, cost and number of visits it takes for citizens to access public information and services puts them at the centre and offers simple parameters to measure and communicate efforts to improve public services and their delivery systems.

### TCV as a Results Management Tool for Civil Servants

TCV also helped replace confusing and frequently misinterpreted jargon like 'outcome' and 'impact'. Since civil servants and development practitioners understand exactly what indicators to record and track, it has contributed immensely to an increase in the amount and quality of data that is collected and made available. Thus, TCV is also gaining popularity as a results-management tool.

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### a2i's Impact in Bangladesh in terms of Reducing TCV

Since its inception in 2007, a2i has catalyzed the digitization of hundreds of vital government services and established a digital service access ecosystem for citizens consisting of:

- 5,000+ Digital Centres run by citizen entrepreneurs (physical centres featuring assisted access for illiterate and marginalized groups)
- National Portal (for online access anytime, anywhere); and
- National Helpline '333' (offering assistance and advice for availing of services)

In doing so, a2i has ably supported the Government of Bangladesh to realize much of the promise of Digital Bangladesh –

- The average TIME (T) needed for citizens to access services has plummeted by 85%, COSTS (C) by 63%, and the number of required VISITS (V) by 40%
- For example, where it previously took rural citizens 8 days to receive birth certificates; now it only takes 8 hours
- Many services such as land records, birth registration, banking, e-Commerce have been added to the list of 100 plus services that are delivered from these service access points to a monthly average of 5 to 6 million people
- Citizens have saved over 1.2 billion workdays, a billion visits and 5 billion dollars in the last few years
- 10,000 new digital self-employment opportunities, half of which are for female entrepreneurs, have also emerged

### Focal Person of the Initiative

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Reducing TCV has now become the byword for innovation within the Bangladesh Civil Service and is also gaining popularity as a results-management tool







Photo : ILO



Colleges and Institutes Canada  
Collèges et instituts Canada





innovate . serve . transfer

# PARTNER BEST PRACTICES

**THE SOUTH-SOUTH  
MATCHMAKER**



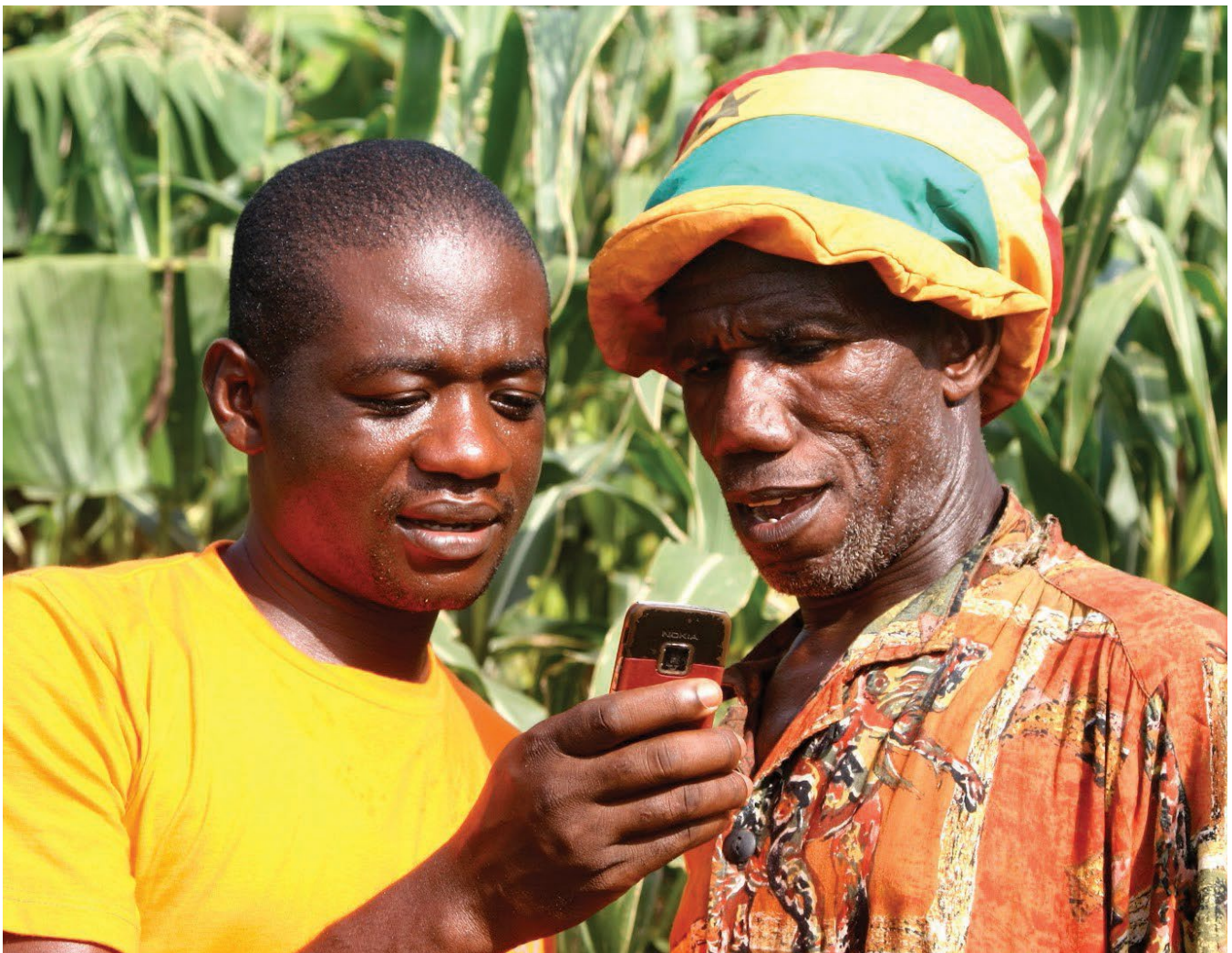
Better Than Cash Alliance

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**BETTER THAN CASH**  
ALLIANCE



# Accelerating the Global Transition from Cash to Digital Payments



Billions of dollars in cash payments and transfers are made daily in emerging and developing economies, including payment of salaries, social welfare and relief, payments to suppliers, remittances, etc. The problems with these cash payments include a lack of transparency, accountability and security, as well as inefficiency.

Furthermore, the individuals who receive the cash payments are often part of the 1.7 billion excluded from the formal financial sector. This means they are excluded from access to a range of appropriate and affordable financial services to help them save safely take advantage of economic opportunities and reduce their vulnerability to risk.

Shifting these payments from cash to digital has the potential to improve the lives of low-income people, particularly women, while giving governments, the development community and the private sector a more transparent, time and cost efficient, and often-safer means of disbursing payments.

## Sharing Good Practices Around Payments Digitization

- **Diagnostics and case studies** documenting experiences from countries around the world on what has worked and what hasn't in specific countries in the transition from cash to digital. For example, the Alliance carried out a diagnostic study with the governments of Ghana, Bangladesh, Senegal, Philippines, to document the current state of digital payments in the country
- **Peer exchanges** that bring together different governments members to learn from a specific country. The Alliance has already organized government-to-government peer exchanges in member countries around a specific topic. For example, government members traveled to India to learn about the digitization of social welfare payments and to Rwanda to learn about digitization of taxes and payments for government services
- **Specialized workshops** in which the Alliance brings experts on different topics to share knowledge with government members and chart a path forward for the digitization of payments.

## Key Strategies

- **Advocating** for the transition from cash to digital payments in a way that advances financial inclusion and promotes responsible digital finance
- **Conducting research and sharing the experiences** of members to inform strategies for making the transition
- **Catalyzing the development of inclusive digital payments ecosystems** in member countries to reduce costs, increase transparency, advance financial inclusion-- particularly for women-- and drive inclusive growth.

Individuals who receive the cash payments are part of the 1.7 billion excluded from the formal financial sector

### Focal Person of the Initiative

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Care

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# The A-Card Model



The Agriculture Card (A-Card) is a digitalized non-cash loan product designed for small holder farmers, backed by bank and distributed by local agents.

The A-Card model is a unique concept which particularly aims at the 'financial inclusion' of farmers by introducing a single, flexible agricultural credit product with flexible payment terms, matched to agricultural production cycles through a NFC technology based debit card. The banks' collateral requirements for lending to farmers is guaranteed by the agent through maintaining a deposit account with the bank on mutually agreed terms and conditions.

A-Card is also helping to strengthen women's empowerment aspects. Because fingerprint and photo security puts women directly in control of their cards, other family members can't pressure them to spend the money in other ways. It also allows women to get easy access to credit and inputs, which has been a big barrier for women in Bangladesh.

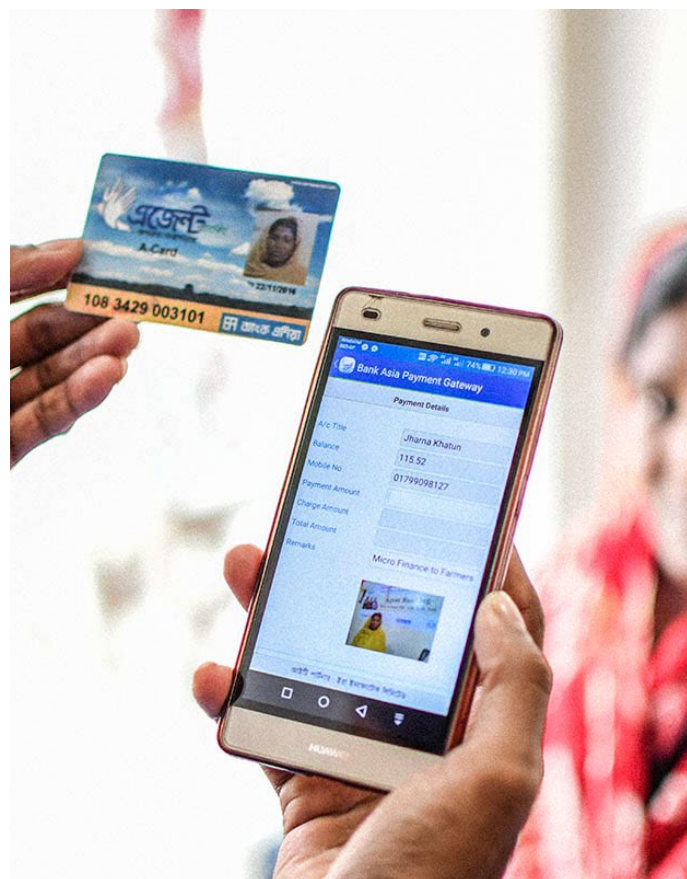
## A Win-Win Collaboration for Digital Financial Inclusion

A-Card helps farmers to enter into the formal banking system with a financial product designed for them and helps the banks and their agents to reach to the millions of un-tapped rural customers through this loan product.

### Results

Within only 18 months, 4,000 farmers (59% women) were registered with three local agents. Total of USD 400,000 was disbursed and 35 inputs retailers participated in the initiatives. The first lot of loan receivers made full payment of their loan through agent banking outlet. The registered farmers are maintaining their savings (about USD 25,000).

An external evaluation results showed that for the A-Card holder farmers' farm productivity and profitability increased 17% and 66% respectively due to higher production and better sale prices; the study also observed that 85% borrowers were satisfied. Farmers stated that they were happy because of: accessing quality inputs from reliable inputs retailers at fair prices, a low interest rate on loans, longer payback period, and timely availability of credit to support farm production. They reported that their social dignity was also elevated.



An NFC technology based debit card that helps farmers enter the formal banking system with a financial product customized for them

### Focal Person of the Initiative

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ITU

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# Digital Skills for Decent Jobs for Youth Campaign



The digital economy represents a significant opportunity for young people, since tens of millions of new jobs requiring advanced digital skills will be created in the coming years. In addition, many workplaces now require a minimum level of digital competency, and jobs requiring digital skills often pay more than jobs that do not.

The majority of young people, however, cannot benefit from this opportunity as they do not have the digital skills that employers need. Bridging this skills gap on a global scale would therefore be an important step towards making decent jobs accessible to youth and achieving inclusive economic growth.

The Digital Skills for Decent Jobs for Youth Campaign incentivizes a range of stakeholders to provide training opportunities to equip 5 million young people with job-ready, transferable digital skills by 2030.

## Digital Skills Focus Areas

- Basic
- Mid-Level
- Advanced Digital Skills (from web research and online communication to coding and software development)
- Digital Entrepreneurship Skills (including online marketing and using crowdfunding platforms)
- Complementary Soft Skills (such as leadership and communication)

Both non-formal and formal training providers through a variety of mechanisms: from rapid technology skills development training (such as coding bootcamps) and apprenticeships, to changes in formal education programmes to build the capacity of teachers to instruct their students and to include computational thinking and digital skills in school curricula as core competencies. The campaign also draws attention to the need for more focus and research on digital skills training geared specifically towards young women, young persons with disabilities, and indigenous young people.

## Digital Skills Toolkit

ITU has developed the Digital Skills Toolkit and shared this knowledge resource to support governments in integrating digital skills training within their policy frameworks and programs. By sharing guidelines and good practices collected from a variety of stakeholders, this resource can be used to develop a comprehensive national digital skills strategy or focus on specific priorities relevant to national context.



Incentivizing a range of stakeholders to provide training opportunities to equip 5 million young people with job-ready, transferable digital skills by 2030

### Focal Person of the Initiative

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ActionAid

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**act:onaid**

# Youth Leading Change to Improve Public Services in Bangladesh



Young people, particularly those marginalized communities and young women are trained on government law, policies, structures and public service delivery mechanisms. They are also capacitated on soft skills such as communication, leadership, mobilization and advocacy. They also learn how to engage with the respective service providing institutions to represent their constituencies and communities for enhancing the quality of public services.

## A blended approach of social accountability

This practice of improving public service initiatives was originally taken up from the idea of 'social accountability' exercise. However, the concept has been improvised on by ActionAid's practice called Reflection-Action Process – focusing on plan-act-reflect cycle while giving emphasis on using participatory methods and tools. This process helps young people develop their analysis and collective leadership to start negotiations with the greater community and service providers.



## Positive Outcomes of the Initiative

1. Young people mobilized to collectively develop their own platforms and organizations to address public service quality and accessibility challenges
2. More people especially from marginalized communities are aware of available public services and how to claim them
3. Young people taking more positions in various formal and informal decision-making forums for pursuing positive change
4. Respective government service delivery institutions are becoming more active, efficient in response to the needs of the young people and their communities
5. Overall health indicators of target communities enhanced and more young people have access to quality skills development because of the improved services
6. Young people challenging harmful traditional practices and making the respective service providing institution responsive according to the national law

Mobilizing the youth to collectively develop their own platforms and organizations to address public service quality and accessibility challenges

### Focal Person of the Initiative

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ILO

# Apprenticeship: Making Decent Work a Reality for Youth





Apprenticeship training has been identified as one of the best ways to fill the skills gap, as it combines practical 'on the job' training, together with classroom studies. It enables a trainee to gain experience on specific job skills through working alongside experienced staff. Apprenticeship training models have shown a positive impact for reducing the school-to-work transition period in several countries.

Now, there is a need to further promote this type of training particularly among employers and training institutions so that countries can empower their youth to reach their full potential.



### The Need for More Research to Generate New Jobs

Throughout the World, youth employment remains one of the most urgent challenges, despite the fact that it has been at the top of the global policy-making agenda.

More research is needed that will lead to concrete measures to generate new jobs and economic opportunities for young people.

As part of the ILO-led Decent Jobs for Youth global initiative, the ILO has teamed up with the International Development Research Centre (IDRC) and the Dutch Knowledge Platform on Inclusive Development Policies to launch a call for concept notes for research on ways to boost decent employment for young African men and women. They are looking for proposals that will lead to concrete ways to help young people develop digital and soft skills, as well as proposals that will foster mentorship schemes and work-based learning programs.

Certified Apprenticeship Programmes are the result of joint efforts by employers, workers and governments to address skills mismatches, increase skills relevance and enhance the employability of youth

#### Focal Person of the Initiative

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BRAC

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# Ultra-Poor Graduation Model



BRAC's Graduation approach is a comprehensive, time-bound, integrated and sequenced set of services that enable extreme and ultra-poor households to achieve sustainable livelihoods and socioeconomic resilience, in order to progress along a pathway out of extreme poverty.

It's a solution that has been developed over 20 years. It has been adapted for use in over 37 countries, approved by independent researchers, and subjected to rigorous testing led by the London School of Economics.

While NGOs have traditionally been the lead implementers of the Graduation approach, governments have also launched Graduation style approaches at scale - including governments of Ethiopia, Peru, Paraguay, Costa Rica, and most notably, Chile. At scale with governments, successful Graduation approaches leverage various existing social protection instruments, including cash transfers, community development models, health insurance funds, pension funds, and livelihoods interventions.

## 4 Foundational Pillars of the Model

**1. Social protection:** this pillar ensures that for at least the duration of the program, participants are protected by a safety net

**2. Livelihoods promotion:** ensures that participants can earn a sustainable income, taking the form of an asset transfer, a small plot of land or support for a micro-business

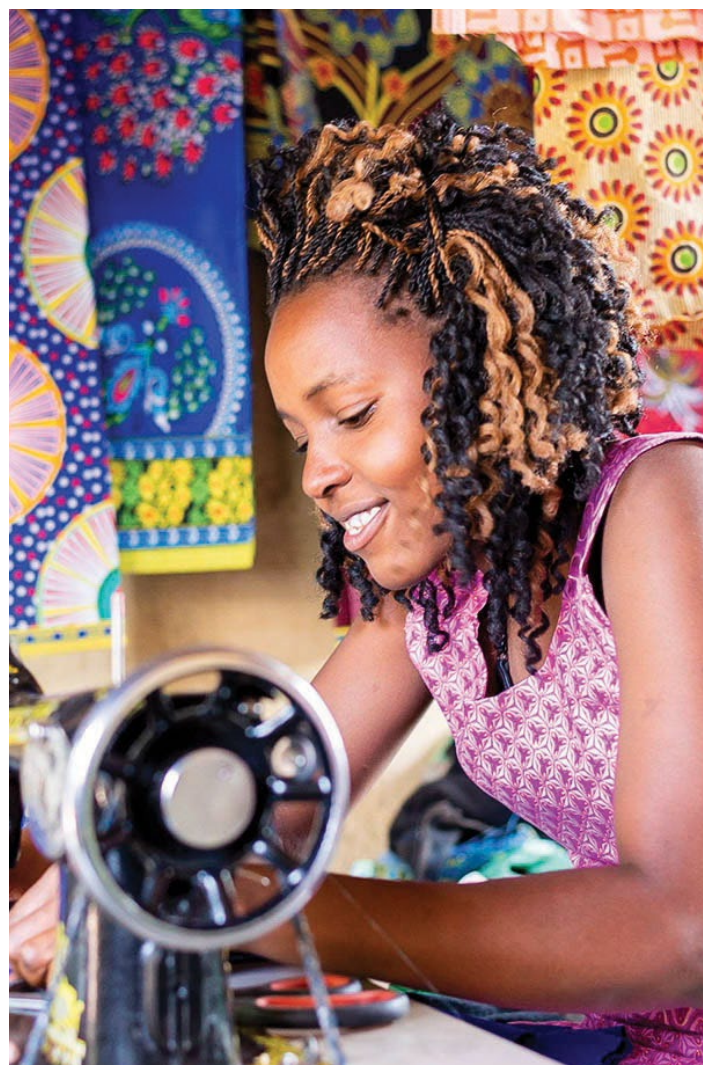
**3. Financial inclusion:** improves the participant's financial skills, helping them understand how to manage income and expenditure, and connecting them with financial services.

**4. Social empowerment:** helps participants increase their confidence, integrate into their community, and develop a range of life-skills.

## Results

The Graduation program is being delivered at scale in Bangladesh for the past 15 years, reaching 1.9 million households, in 50 of the country's districts, with a 95% success rate.

In addition to the success of the program itself, BRAC's work with Graduation in Bangladesh has also allowed it to conduct the longest-running randomized control trial (RCT) in the history of Graduation programs worldwide. In recent years BRAC has been supporting partners who want to learn how to establish their own Graduation programs, or to integrate Graduation approaches to streamline and focus their social protection programs. Currently BRAC is providing technical assistance to Graduation programs in Kenya, Egypt, Lesotho, Philippines, and Uganda.



Developed over 20 years, the model has been adapted for use in over 37 countries

### Focal Person of the Initiative

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Colleges & Institutes Canada

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# Mulheres Mil (One Thousand Women)



The Mulheres Mil program (Portuguese for 1,000 women) was a collaboration between Canada and Brazil to build the capacity of Brazilian colleges (Institutos Federais) to help marginalized women in Brazil to access job-specific training and enter the formal workforce, thereby improving their lives, enhancing regional and national economic development and encouraging greater participation from disadvantaged women in the political process.

## Project Focus Areas

The project focused specifically on poverty alleviation and social inclusion in Brazil through access for disadvantaged women to education and the workforce.

## Key Results

- Increased capacity of Brazilian Federal Centers of Technological Education (CEFET) to offer access programs to vulnerable groups
- 13 Brazilian federal institutes offered Prior Assessment Learning Recognition (PLAR) services and social inclusion, training issues related to employability, entrepreneurship, and industry linkages
- 1,191 women were trained, of which 1,002 graduated
- Nationalization of the program in the final year of operation and the agreement of the Brazilian government to invest more than \$10 million Reais in order to continue the program until the end of 2011
- Brazilian government invested \$100 million Reais over the next ten years to scale up the 1,000 Women program to reach 100,000 women (2011-present)
- Mulheres Mil book, a publication documenting the program and results achieved (available upon request)



## Helping marginalized women in Brazil to access job-specific training and enter the formal workforce

### Focal Person of the Initiative

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GSMA

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# Mobile Services to Accelerate SDG Achievement



Mobile technology enables the most widespread and inclusive means of accessing the internet and digital technologies, which is vital for progress on the UN Sustainable Development Goals (SDGs). However, the full potential of mobile is underleveraged by the public sector, particularly for digital citizen services and there are few forums where government and the industry mobile industry come together to explore new ways of public-private collaboration.

## Driving Mobile-Enabled Digital Transformation

In 2017, the initiative conducted research to offer country-level recommendations on:

- Closing digital access and gender gaps
- Increasing agricultural productivity
- Digital financial inclusion
- Improving health and education

In January 2018, the partnership convened a High Level Roundtable with leaders from all mobile operators with the Minister of Telecommunications, Minister of Agriculture, Energy Advisor and SDG Coordinator to the Prime Minister, along with Permanent Secretaries/ other representatives from 16 other Ministries & Government departments.

This meeting acknowledged the strong opportunity that mobile-enabled digital transformation offered to Bangladesh's progress towards all SDGs and gathered momentum behind Government's new 'mobile first' strategy for digital government services. It mapped mobile's current and potential impact on national development plans and SDG progress shared case studies and insights from a range countries in the global south, including India, Malawi, Sri Lanka and Tanzania.

Agriculture was identified as a key opportunity for digitization of Bangladesh's government services targeting an important sector of the population and economy. Action is ongoing to refine affordable commercially viable mobile solutions to end hunger, achieve food security and improved nutrition and promote sustainable agriculture.



Convening government, mobile industry and consumer insights to demonstrate the power of mobile for socio-economic development and build a collective vision to achieve the SDGs

### Focal Person of the Initiative

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Oxfam

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# Youth- Led Development and Participation Model



The Empower Youth for Work Project of Oxfam in Bangladesh has established a successful model of Youth- Led Development and Participation through its vertically tiered Youth Group formation that has led to the initiation of the country's first- ever National Youth Council under the Department of Youth Development.

With support from IKEA Foundation, the project targets 67,000 youths (70% female) living in climate affected vulnerable areas and has three outcome areas:

1. Skills and Agency Creation of Youths
2. Generating Economic Opportunities for Youths
3. Creating an Enabling Environment for Youths to Thrive Socially and Economically

## Vertically Tiered Youth Groups from Ward to National Level

Ward Youth Groups ➤ Union Apex Body ➤ District Advisory Board ➤ National Youth Advisory Board (NYAB)

These youth groups are working as a joint force to mobilize other youths and influence stakeholders in their communities to gain life skills, technical skills, economic opportunities and ensure connected civic participation of youths from local to national platforms.

The Youth Groups under EYW project are formed in a democratic way, with a key feature of equality and inclusiveness. The vertical tiered structure ensures representation, especially of young females and other marginalized groups, at all levels, thereby making the groups more effective and acceptable to local communities as well as administration.

## Key Initiatives & Achievements

The youth groups at Ward level collected recommendations from local youths on 'National Youth Policy 2017' and submitted it to their respective district administrations. Later, youths of NYAB conveyed these recommendations to national decision-makers through the "National Youth Dialogue 2018' and attained endorsement from the All Party Parliamentary Group of Bangladesh Parliament.

This initiative ultimately led to signing of a MoU between Department of Youth Development and Oxfam to establish the country's first-ever "National Youth Council (NYC)". The platform, to be established under the supervision of Department of Youth Development, will connect grassroots youths through the Youths Groups of EYW project and enable them to share their voice and integrate their opinion on social and economic issues at national decision making processes.

### Focal Person of the Initiative

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The first ever National Youth Council in Bangladesh's history will connect grassroots youths and enable them to share their voice and integrate their opinion on socio-economic issues in national decision making processes

### Focal Person of the Initiative

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## ID2020 Alliance

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# Improving Lives through Private and User-Controlled Digital Identity



The ID2020 Alliance is a public-private partnership committed to improving lives through digital identity. Alliance partners share the belief, further outlined in the ID2020 Alliance Manifesto (<https://id2020.org/manifesto/>), that digital identity must be portable, privacy-protecting, recognized and trusted, and owned and managed by the individual to truly improve lives.

## A Mechanism for Sustained Public-Private Collaboration and Large-Scale Impact

Blockchain and other cryptographically secure, decentralized systems — may provide greater privacy protection and portability, but widespread agreement on principles, technical design patterns, and interoperability standards is needed for decentralized digital identities to be trusted and recognized.

The ID2020 Alliance provides the mechanism for sustained public-private collaboration and large-scale impact. Alliance partners, including Microsoft, Accenture, Gavi and the Rockefeller Foundation, work together — through a transparent governance model — to pool innovation and resources across borders and institutions.

### Jointly, the Alliance:

1. Sets technical requirements for interoperability, portability
2. Provides catalytic funding to implement digital identity projects, grounded in a common monitoring, evaluation and learning (MEL) framework
3. Advocates for privacy-protecting and user-centric approaches to digital identity

The ID2020 Alliance is currently piloting digital identity systems that leverage blockchain and biometrics in two countries, Thailand and Indonesia.



## The ID2020 Alliance is currently piloting digital identity systems that leverage blockchain and biometrics in Thailand and Indonesia

### Focal Person of the Initiative

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Launching of SSN4PSI at the Global South-South Development Expo in Antalya, Turkey, November 2017

The unveiling of the SSN4PSI Logo at the SSN4PSI Matchmaking Workshop in Dhaka, Bangladesh, December 2017



Inauguration of the SSN4PSI Matchmaking Workshop by UNOSSC Director Mr. Jorge Chediek in Dhaka, Bangladesh, December 2017

Launching of the network's newsletter at SSN4PSI Matchmaking Workshop in Astana, Kazakhstan, June 2018.





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