



**SOCIAL
PROTECTION
SYSTEMS**

TYING THE KNOTS

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**LINKING SOCIAL PROTECTION PROGRAMMES IN GHANA; the Case of the
LEAP Cash Transfer Programme**

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List of Abbreviations

CTM	Common Targeting Mechanism
DP	Development partners
FAO	Food and Agriculture Organization
GNHR	Ghana National Household Registry
ILO	International Labour Organization
ISSER	Institute of Statistical Social and Economic Research
LEAP	Livelihood Empowerment Against Poverty
MoGCSP	Ministry of Gender, Children & Social Protection
PMT	Proxy Means Test
SP	Social Protection
UNC	University of North Carolina

Table of Contents

Acknowledgement iv

Abstract v

Keywords vi

1.0 - Introduction vii

1.1- Ghana’s Livelihood Empowerment against Poverty (LEAP) programme and Linkage to other Social Protection Programmes viii

1.1.1 - Success Stories of LEAP beneficiaries linked to other Social Protection Interventions xii

2.0 - Co-ordination role of Ghana’s Ministry of Gender, Children and Social Protection (MoGCSP) xiv

3.0 - Impact Assessment of LEAP xv

4.0 - Key Success Factors xvii

5.0 - Challenges of linking Social Protection Interventions and recommendations of addressing them xix

6.0 - Conclusion xxiii

7.0 - References xxiv

Acknowledgement.

I wish to express my sincere gratitude to the organizers of this Symposium for granting me the opportunity and selecting my abstract for presentation to the audience and also share practical experience in working on the LEAP Cash Transfer Programme, Ghana's flagship SP interventions for the past half a decade and over. I am also grateful to key Officials of the Department of Social Welfare/LEAP Secretariat and the Ministry of Gender, Children and Social Protection who have encouraged me to braise the storm me over the years and with whom I worked on Social Protection Interventions and gained practical experience. Finally, I wish to express my thanks practitioners of Social Protection in Ghana with whom I interacted to share their thoughts and and gained their insight on the subject to make this work a reality as well as the two beneficiaries of the LEAP Programme from Northern Ghan whose case studies I have cited in this presentation.

Abstract

LINKING SOCIAL PROTECTION PROGRAMMES IN GHANA; the Case of the LEAP Cash Transfer Programme

This paper underscores the relevance of connecting Social Protection interventions in Ghana. Ghana's Livelihood Empowerment Against Poverty (LEAP) Cash Transfer Programme is being used as a case study. The paper examines how linking the LEAP cash transfer programme with other social protection programmes enhances households' ability to move out of extreme poverty. Cash transfers only are not a panacea to poverty reduction unless they are effectively linked with other social protection interventions.

This paper will discuss how these linkages have worked, the lessons learnt, challenges encountered and how to address them. This paper will also examine the model on which the LEAP Programme was designed and how linking the LEAP programme to other social protection interventions was envisaged and how this has worked out in the face of limited resources. This research is supported with practical illustrations on how linkages to social protection programmes is being implemented by using qualitative data obtained from LEAP field reports and researches studies. The research studies include the Mid Term Evaluation of the Programme by the University of North Carolina, and the University of Ghana in 2013 as well as the qualitative study of LEAP conducted by the Food and Agriculture Organization (FAO) in 2012. LEAP is Ghana's flagship Social Protection Programme and it was initiated in 2008 by the Government of Ghana. The objective of the programme is to reduce poverty by increasing consumption and promoting access to services and opportunities among the extreme poor and vulnerable.

Keywords

- ✚ Introduction
- ✚ Co-ordination role of Ghana's Ministry of Gender, Children and Social Protection (MoGCSP)
- ✚ Impact Assessment of LEAP

- ✚ Key Success Factors
- ✚ Challenges of linking Social Protection Interventions and recommendations of addressing them

- ✚ Conclusion

1.0 - Introduction

Mr. Moderator, fellow participants I wish to express my appreciation to the Organizers of this forum for the opportunity given to me to share this presentation with you. The title of my presentation; Linking Social Protection Programmes in Ghana; the case of the LEAP Cash Transfer programme is underpinned by the fact that cash transfer alone cannot be the only panacea to moving people out of extreme poverty unless it is linked with a range of other Social Protection interventions.

This paper underscores the relevance of connecting Social Protection interventions in Ghana. My case study in this presentation is **Ghana's Livelihood Empowerment against Poverty (LEAP) Cash Transfer Programme**. I will examine how linking the LEAP cash transfer programme with other social protection programmes enhances households' ability to move out of extreme poverty. The presentation will highlight how these linkages have been done, how well they have worked, the lessons learnt, key success factors and also take a look at the challenges encountered and how these are being addressed. While throwing the searchlight on linkages, it is however important to state that the following pillars underpin the linkages of Social Protection Programmes in Ghana.

- ✚ The implementation of various Social Protection Interventions by individual Ministries and Organizations as stand alone programme
- ✚ The key role being played by the Ministry of Gender, Children and Social Protection in co-ordinating Social Protection Interventions in the country
- ✚ The Government's funding commitment and sustainable financing of Social Protection Programmes in the country
- ✚ Political Commitment
- ✚ The contribution of Social Protection Sector Working Group Meetings
- ✚ The development of a Social Protection Policy for the country
- ✚ Partnership with key governmental sectors for effective and efficient co-ordination
- ✚ The strategic partnership with Development Partners (DPs)
- ✚ The role played by CSOs platform in Social Protection

1.1 - Ghana's Livelihood Empowerment against Poverty (LEAP) programme and Linkage to other Social Protection Programmes

The Livelihood Empowerment against Poverty (LEAP) programme is the flagship of Ghana's National Social Protection Strategy (NSPS). The broad objective of the programme is to reduce poverty by increasing consumption and promoting access to services and opportunities among the extreme poor and vulnerable. LEAP is both a conditional and unconditional cash transfer programme which is being managed by Ghana's Ministry of Gender Children and Social Protection (MoGCSP), and implemented by the LEAP programme Secretariat. The LEAP Programme started in March, 2008 with **1,654** beneficiary households in twenty one pilot districts. It currently (July, 2016) covers **147,881** beneficiary households in **187** districts out of the country's 216 districts in all 10 regions. The targeted beneficiaries are;

- i. extremely poor households with orphans and vulnerable children,*
- ii. The elderly persons 65 years and above without any support,*
- iii. Persons with disabilities without any productive capacity and*
- iv. Extremely poor pregnant women and children under two years from extremely poor households*

- Data available at the Ghana Statistics Service (GSS) in its Ghana Living Standards Survey - GLSS Round 6 of 2012/2013 indicates that poverty levels in the country had declined as follows;

51.7% in 1991/1992

32% in 2005/2006 to

24.2% in 2012/2013.

Extreme poverty had also declined from 16.5% in 2005/2006 to 8.4% in 2012/2013. The Survey puts the number of extreme poor people in 2012/2013 in the country at 2.2million (an estimated 350,000 households) out of a population of 25 million people.

Globally, Social Protection consists of policies and programmes designed to reduce poverty and vulnerability by promoting efficient labour markets, diminishing people's exposure to risks, and enhancing their capacity to manage economic and social risks, such as unemployment, exclusion, sickness, disability and old age. In June 2016, Ghana officially launched its National Social Protection Policy document. The Policy defines Social Protection

as; *“a range of actions carried out by the state and other parties in response to vulnerability and poverty, which seek to guarantee relief for those sections of the population who for any reason are not able to provide for themselves”*.

In Ghana there are a number of Social protection Interventions being implemented by both governmental organizations and Civil Society Organizations. These programme were scattered and uncoordinated and therefore not able to achieve the desired results. In 2012/2013 there was a Social Protection Rationalization study conducted by Ghana’s Ministry of Finance, Ministry of Local Government and Rural Development, Ministry of Employment and Social Welfare and Ministry of Gender, Children and Social Protection and the International Organization (ILO) of the United Nations. The report of the rationalization study noted that out of the nearly **44** Social Protection Interventions in the country at the time, only **11** of them were actually reaching their target groups and making impact on them. The rationalization study then gave birth to the development of a Social Protection Policy for the country which was approved in December, 2015 and subsequently launched in June, 2016. The Policy underscores the importance of linkages of these interventions as a catalyst for reducing extreme poverty.

As mentioned earlier, the LEAP Programme is a cash transfer programme which also has the objective of linking its target beneficiaries with complementary services. The linkages are meant to empower the households or families with other services and enable them make a meaningful living when they graduate from the LEAP Programme. Under the LEAP programme the beneficiaries receive an amount between **16USD** and **26USD** every two months. The amount is determined by the number of eligible members in the household.

It is evident that this cash grant alone cannot move a household out of poverty unless it is linked with other services. It is also important to reiterate the point that co-responsibilities on the part of beneficiaries of an intervention are also as crucial in ensuring the survival of the programme. It is also worthy of note that the LEAP grants alone cannot address other forms of poverty such as health needs, education of children and livelihood opportunities.

One critical point to note is the challenge of linking Social Protection Interventions and in this presentation I will share how this has been done with respect to the LEAP Programme, the lessons learnt and the way forward. Some of the linkages of LEAP beneficiaries to Social

Protection interventions include the National Health Insurance Scheme (NHIS), Labour Intensive Public Works (LIPW), and Agriculture Inputs Supply/support.

Mr. Moderator, to facilitate the linkage of LEAP beneficiaries to other Social Protection Interventions the then Ministry of Employment and Social Welfare which had oversight responsibility over the programme in 2010 signed a Memorandum of Understanding (MoU) with five line Ministries including the Ministry of Health, Education, Agriculture and Local Government and Rural Development. In that MoU these Ministries are expected to provide LEAP beneficiaries with their complementary services as a way of cushioning them and enhance their graduation out of extreme poverty. This culminated in the development of the Common Targeting Mechanism (CTM). The CTM is a Proxy Means Test (PMT) questionnaires that was used to target the poor across the various sector ministries. Since the signing of the MoU the following activities have taken place in a number of interventions.

- The provision in the MoU makes it mandatory for the National Health Insurance Scheme (NHIS) under the Ministry of Health to register all LEAP household members without their payment of premiums and processing fees. This is aimed at promoting accessibility to quality health care and services. Currently under the LEAP Programme nearly 65% of beneficiary household members have been registered and linked onto the NHIS.
- With respect to the LIPW project which is being implemented by the Ministry of Local Government and Rural Development under the Ghana Social Opportunities Project (GSOP), the intervention identifies and registers working persons in LEAP beneficiary households who are willing and able to work and engage them in activities that earn them additional income to improve their living conditions. LEAP beneficiaries in communities covered by the GSOP are therefore beneficiaries of the LIPW intervention. The activities of LIPW which are located in the rural areas of the country include feeder road construction and rehabilitation of small earth dams for irrigation and dry season agriculture and climate change activities to improve forest vegetation and all this is aimed at poverty reduction. The LIPW project currently covers 60 districts in the country which are all covered by LEAP and where beneficiaries in these communities are exploiting the opportunity.
- A Japanese Social Development Fund (JSDF), a productive inclusion livelihood programme was established by the World Bank to augment the GSOP with a primary

goal of improving incomes of poor households by supporting them manage their farms and non – farm activities more productively and sustainably. The fund supports selected beneficiaries with tools and skills needed to augment their technical and vocational skills, and subsequently acquire business management proficiency. The project is being implemented in eight (8) districts of the Upper East Region of Ghana whereby eligible recipients of the grant are selected from the LEAP and LIPW beneficiary database. Activities of JSDF are not only limited to, Rearing of small ruminants, dry season farming, guinea fowl rearing, and non-farm activities but also extend to cover Soap making, Rope making, Basket and Hat weaving, Rice parboiling, Malt processing, Shea butter Extraction). Currently a total of 4,329 eligible persons representing the 1st batch of beneficiaries have been selected, with 80.2% of them being women.

- The other linkage which comes up for mention is the intervention in the area of Agriculture is the agriculture Inputs supply which supports poor farmers in the rural areas. LEAP beneficiaries who live in the rural areas and are engaged in agricultural activities have been linked to and are benefiting from this facility

1.1.1. – Case Studies of Success Stories of LEAP beneficiaries linked to other Social Protection Interventions

Mr. Moderator, at this point I would like to seek your permission to highlight two successful stories from two districts in Northern Ghana that have been captured of LEAP beneficiaries who are recipients of the cash grants as well as beneficiaries of other SP interventions implemented by other governmental organizations. These testimonies were captured on the field in the communities of the beneficiaries during monitoring visits by the national and district level actors early this year.

Case Study No. 1 – THE TESTIMONY OF A BENEFICIARY OF THE LEAP PROGRAMME, LIPW AND SCHOOL FEEDING PROGRAMME

My name is Madam Duada Amalsum. I am the caregiver to a LEAP household located in the Benwoko community of the Garu-Tempene District of the Upper East Region of Ghana. I started benefiting from the Livelihood Empowerment against Poverty programme in January 2012 after my mother-in-law qualified under the 65years and above category of the programme. Before the intervention of the LEAP programme my household was living in poverty and I had to struggle to feed the family and this resulted in my children absenting themselves from school and we were also not able to access healthcare when we fell sick. Thankfully through the LEAP programme my household initially started receiving a bi-monthly grant of GH¢ 48.00 (approximately 12USD), an amount that has since increased to GH¢ 64.00 (approximately 16USD). With the intervention of the LEAP programme. My children also attend a school which is beneficiary of the Ghana School Feeding Programme hence their regular feeding and nutrition during school sessions.

- I initially bought one female sheep which has since increased to ten sheep.*
- I also bought a goat which has since increased to five goats*
- Also, my children who were not regular in school are now attending school regularly*
- Presently, I own ten fowls having started with only one hen*
- Our nutrition has improved a lot as I use part of the grants to buy foodstuff and ingredients*
- Our health status has improved a lot since we have free access to health care through the free national health insurance for LEAP households.*

The LEAP grant has greatly assisted in improving living conditions of my household and with the investment we have made in animal rearing. I am confident that my household can rely on it to help solve financial challenges when the need arises”.

Case Study No. 2 - Wuni Guma, an inmate of the Gambaga Alleged Witches Camp and a beneficiary of the LEAP programme in the East Mamprusi district of the Northern region, Ghama has invested her LEAP grant into beads making.

“My name is Wuni Guma, and I have three dependents. I have been here (the witches camp) for the past 10 years. Life was unbearable in my first 5years; catering for my children was very difficult; I always wondered about what to eat daily; we could not eat what we wanted to eat. I got enrolled onto the LEAP programme in my second 5years and have benefited to date, I now live a very happy life; I use part of the money to buy materials to produce beads and cotton rolls, and sell them to make profit; my children too are now in school because of the LEAP programme and my small business. It is my wish that my business grows to be big. I sell one set of beads for GH¢20.00 (the equivalent of 5 USD) and one cotton roll for GH¢40.00 (the equivalent of 10USD). I thank the Ministry for this programme”

2.0 - Co-ordination role of Ghana's Ministry of Gender, Children and Social Protection (MoGCSP)

To enhance the co-ordination of Social Protection Interventions in Ghana, Government created, the Ministry of Gender, Children and Social Protection (MoGCSP) in 2013 to effectively and efficiently co-ordinate the activities of all Social Protection Interventions in the country. The MoGCSP has gone further to establish a Ghana National Household Registry (GNHR) during the last quarter of 2015. The task of this registry is to collect data and create a single registry database of all the extremely poor in the country from which the various interventions can draw their target beneficiaries. A great advantage of the registry will be effective collaboration and avoid duplications and make the system more cost effective and efficient.

In the light of what the GNHR brings to the table, it will improve linkages of the interventions with each other such that beneficiaries could benefit greatly from these Social Protection Programmes. The GNHR is commencing the registration of poor Households in the Upper west Region of the country and this will be followed with two other regions of the north of Ghana where poverty levels are high. The road map of the GNHR is to cover the rest of the country and this will make it easy for various Organizations both in the public and private sectors to have a comprehensive data of the poor in the country. By and large, this will facilitate the linkages of SP programmes with each other and go a long way to benefit the target group of each of the programmes. Under the current dispensation, the various organizations set their own bench marks and methodologies for targeting the poor.

Mr. Moderator, I would also like to mention some other Social Protection intervention being implemented in Ghana. These include the School Feeding Programme by Ministry of Gender, Children and Social Protection, and the free School Uniform, Free Exercise books, textbooks and sandals by the Ministry of Education.

3.0 - Impact Assessment of LEAP

With respect to the LEAP Programme, I wish to state that a baseline survey was conducted on the LEAP Programme in the year 2012 by the Institute of Statistical Social and Economic Research (ISSER) a Research Think Tank of the University of Ghana in collaboration with the University of North Carolina, USA. This was followed by a mid-term impact of assessment of the programme in 2013 by the same research institutions. This was also complemented by another study conducted by the Food and Agriculture Organization of the United Nations under the title the Transfer Project (from PtoP). The main findings of these researches which are stated below underscore the importance of linkage of LEAP as a Social Protection intervention.

3.1 - The Positive impacts on children's schooling: LEAP has increased school among secondary school aged children by 7 percentage points, and reduced grade repetition among both primary and secondary aged children. Among primary aged children LEAP has reduced absenteeism by 10 percentage points.

Results on morbidity are mixed, increasing for children 0-5years but decreasing for children 6-17.

3.2- Gender impacts on children: There are some gender differentiated impacts of LEAP on children. For example NHIS enrollment is significantly higher among females age 0-5 years, and among all children 0-5 in Female Headed Households. On the other hand, secondary school enrollment impacts are limited to boys, but attendance impacts are bigger for girls. At the household level, impacts on food security and happiness are larger among female headed households.

3.3 Positive impacts on non-consumption: LEAP has led to a significant increase in the likelihood of holding savings and a significant increase in gift-giving. LEAP has also had an impact on debt repayments and reduced loan holdings among smaller households.

3.4 - There is a positive impact on productive activity among smaller households. Amonghousehlds with four members or less there are positive impacts of own labor supplied to the far by men, and on males hired in to work on the farm. This result is consistent with the payment structure of LEAP, where the value of the transfer is much larger among smaller households due to the cap on the maximum value of the transfer (at four eligible members).

3.5 - LEAP appears to be strengthening social networks: The pattern of impacts of LEAP suggests that the programme is allowing beneficiaries to re-establish or strengthen social networks. LEAP has had a positive impact on both gifts given and transfers received.

3.6 - LEAP household heads are happier: LEAP has had led to an increase in household heads who feel happy about their life.

Having discussed some key achievements of linkages of Social Protection interventions especially with the respect to the LEAP Programme, it is also important to also note that the road has not been smooth sailing throughout. There remains a huge potential which can be tapped to benefit these interventions. The interventions in themselves may not be enough to meet the goal of poverty reduction unless they are well co-ordinated and linked to benefit their target groups.

3.7 - LEAP Strengthen and Improves the Local Economy - By injecting cash into a local economy, and/or building community assets it has the propensity of Multiplier effects on local goods and labour markets via economic linkages. The LEAP intervention has gone a long way to improve the local economies of beneficiary communities. The study revealed that for every one Ghana Cedi pumped into a LEAP household, it had a multiplying effect of 2.50 Ghana Cedis. By this, the impact of the cash transfer on the local economy is likely to significantly exceed the amount transferred to beneficiaries.

4.0 - Key Success Factors

Mr. Moderator, having discussed the issues linkages of Social protection Interventions, there are some key success factors which I would like to highlight some key success factors to buttress the subject of our discussion. These factors include the following;

4.1 - Political Commitment – the success or other wise of any Social protection Programme depends largely on the political environment and the commitment leadership makes towards it. The case of Ghana is an example whereby one Political Party while in government introduced the LEAP Programme in 2008 and this was continued by another and different Political Party in Government when it came to power since 2009 to date. The other issue is that leadership from the Presidency through the Ministry of Finance to the co-ordinating Ministry of Gender, Children and Social Protection

4.2 - Strategic Partnership with Development Partners (DPs) – The key role played by DPs cannot be overemphasized because of the technical support, institutional strengthening, capacity building, systems improvement they provide to make these programme stand the test of time. Support received from DPs like the World Bank, UNICEF, DFID with respect to the Ghana LEAP Programme clearly attests to this assertion. The invaluable contribution of these DPs have gone a long way to bring the LEAP programme and other SP interventions in the country to where they are now and also creating opportunities for the future.

4.3 - Partnership with key Sectors for effective and efficient co-ordination – Implementing Social Protection is not the preserve of one institution/organization and therefore partnering with other sectors is very key for these programmes to make impact on their target group and the larger society for that matter. In Ghana the establishment of the vulnerability and Exclusion Sector Working group which has now become the Social Protection Sector Working Group is an added advantage. The Social Protection Sector Working Group brings together sectors governmental and non - governmental organizations as well as DPs whose work hinge on Social Protection whereby they meet quarterly to discuss the implementation of SP programmes in the country and learn and incorporate international good practices to improve country programmes. The meetings are co chaired by the sector Minister of Gender, Children and Social Protection and one of the DPs.

4.4 - Sustainable Financing – The survival of SP Programmes depends to a large extent on sustainable funding of Governments. Without adequate funding, SP programmes cannot make any impact on its target group/beneficiaries. For instance, funding for the LEAP

Programme over the years in Ghana has increased from an initial annual budget of **2** Million Ghana Cedis (the equivalent of **500,000** USD)in 2008 to the current **58** million Ghana Cedis (the equivalent of **14.5** million USD) in 2016. The LEAP programme in Ghana also has demonstrable and evidence based research to support the assertion that cash transfers when linked with other SP interventions has the propensity of moving households from poverty into productive inclusion. The LEAP Mid Term Impact Assessment of the Programme which was conducted in 2012/2013 has helped to improve funding for LEAP and adjusted the level of the grants to be in tune with the current living conditions in the country.

5.0 - Challenges of linking Social Protection Interventions and recommendations of addressing them

In this final part of my presentation, I will highlight and discuss some challenges being encountered with regards to linking cash transfer programmes with other SP Programmes and propose recommendations to tackle these difficulties.

5.1 - Availability of Services -Vocational and Skills Development Centres - The first major challenge to make sure that there is the supply of services in place for the other programmes. For instance the unavailability of complementary services at the community level for beneficiaries to be linked onto such services makes it difficult for them. Clearly, there cannot be one complementary service for the entire country because the intervention cut across the country from one part of the country to the other. It is very important to make sure that these programmes have initiatives that are appropriate for the target group and based on the local economy. For example, vocational training could be offered to people on the intervention who are strong and willing to be trained in these vocations.

5.2 Category of beneficiaries for each programme - Cash transfer programmes may have unique eligibility criteria, processes and procedures for selecting beneficiaries. The other social protection programmes may have their own criteria for selection. However, when cash transfer programmes are linked to these other social protection programmes, the issue of how beneficiaries' uniqueness will be respected in terms of ability and capacity to access the opportunities that the linkages may be key. For example, some beneficiaries of cash transfer programmes may require special attention or care in order for them to be able to fully participate in social protection programmes linkages. In resolving this difficulty, one should ensure that the demographic profile and capacity of each programme beneficiary is critically analysed and strategies put in place to ensure that no programme beneficiary is left out or made worse of as a result of social protection programmatic linkages.

5.3 Data management, sharing and control - Linking cash transfer programmes to other social protection programmes requires the sharing, managing and controlling of data. A key challenge is likely to arise because the different programmes may have their data-sets which may have significant variation in terms of content, quality and structure. In addition to this, the software for managing data for these social protection programmes may have

different protocols which may make it difficult if not impossible for the data-sets to speak to each other. To resolve this challenge, management and technical teams of the programmes in question should hold discussions on data synchronization quality, management, control and other relevant protocols aimed at synchronizing and resolving these differences.

5.4 Cost and funding - Linking cash transfer programmes with other social protection programmes comes with its own cost to the institutions involved. It is often said that programmes for the poor are poor programmes – poorly funded. In the wake of linkages and its resultant additional costs, budgetary constraints and the issue of funding becomes a key issue. Additionally, this raises issues of double or multi accounting for these social protection programmes. This becomes challenging when the respective institutions are not in the position to bear the cost of an additional financial responsibility. As a way of addressing this challenge, a comprehensive strategy and plan needs to be put together in good time with a secured funding source before any attempt for linkages. Furthermore, there is the need to build the capacities of the staff of the institutions concerned before actual linkage of a cash transfer programme to other social protection programmes.

5.5 Administrative over-runs and management - In the event that a cash transfer programme is linked to other social protection programmes, there will be the need to establish additional administrative structures to coordinate these processes. Even when additional administrative structures are not established, staff of a given institution will have to take up the additional administrative responsibility to oversee and manage the interest of their respective institutions. This could become an additional burden on staff which may subsequently impact negatively on their mandate and responsibilities. Additionally, differences in institutional management could pose as a challenge that may affect the smooth implementation of a linkage between cash transfer and other social protection programmes. - With regard to this issue, I recommend that a comprehensive planning with key stakeholders should be undertaken to ensure that outstanding administrative issues are clearly sorted out before the linkages are done.

5.6 Ownership and commitment - One other issue when it comes to the challenges is for us be mindful of issues of commitment of stakeholders and ownership of especially beneficiaries. Although social protection programmes may be linked; the linkage may be between unwilling partners competing for stakeholder attention, ownership, commitment and control in programmes. This arises from the fact that the existence, sustenance and

survival of each institution of the different social protection programmes are tied to their ability to demonstrate their success or failure and impact by showcasing beneficiaries. Again, when the social protection programmes are linked, issues of ownership of territory and stakeholders may also arise especially in terms of fund-raising and budgetary allocation. These institutions may not be enthusiastic about the need for linkages and eventually out-compete each other. To address this potential challenge, steps should be taken at the outset to provide clear guidelines on how funds, benefits and liabilities will be shared and promoted. These have the potential of reducing the tendency of competition.

5.7 Monitoring, controlling and accountability - Every programme implementation requires monitoring controlling and accountability to ensure that targets are being met and when necessary, remedial actions could be taken to address matters of concern. In this case, individual programmes may have to monitor how the beneficiaries and other stakeholders are benefiting from the other programmes as a result of the linkages. If after the monitoring and there is the need for remedial action; the question of who takes action, who bears the cost may become an issue. Again, the monitoring that may take place could generate issues of accountability, authority structures and questions of mandate and mutual suspicion. This may even be more interesting when the institutions implementing the social protection programmes are not under the same ministry or department or agency. To address this challenge, the inter-ministerial social protection working group or steering committee must discuss these technical issues and come out with a joint resolution or strategy document for the linking and coordination of social protection programmes. The case of Ghana where the MoGCSP has the co-ordinating role of Social Protection Programme as well as the launching of Ghana's Social Protection Policy in June 2016 are classic good examples.

5.8 Impact assessment and reporting - Another interesting challenge we need to contend with is how the unique benefits or impact of a cash transfer programme will be assessed when it is eventually linked to other social protection programmes. The other issues to be considered may have to do with how the individual institutions justify their relevance and how the success stories could be shared, managed and marketed. To address this challenge, stakeholders should be made to understand that for social protection programmes to make significant impact on beneficiaries, it will depend on the net effect of the complementarity of the individual programmes. Sensitization is therefore critical in

order to elicit cooperation and support when social protection programmes are to be linked.

5.9 Institutional systems, logistics and standards - Although a number of institutions are implementing different social protection programmes, their systems, logistical requirements and operating standards are unique to the respective institutions. With respect to this challenge, efforts should be made towards institutional coordination and harmonization with respect to systems, logistics and standardization of operating procedures for effective linkages. The LEAP programme over the years has been faultless and consistent in its delivery of the cash grant. LEAP has established a status of reliability and excellent service delivery, in this regard; service delivery and availability of service are key factors that will inform a decision to align LEAP with other social protection programmes. Due to its alignment with LEAP, beneficiaries are likely to associate the shortfalls of the NHIS to the LEAP programme.

6.0 - Conclusion

In conclusion, I would like to reiterate that no individual or single Social Protection Programme such as the LEAP Cash Transfer Programme can make any significant impact on its beneficiaries unless it is linked to other social protection programmes to address the other dimensions of poverty. I have used the LEAP Cash Transfer Programme to buttress the point that its linkage to other SP interventions is of immense benefit to its target beneficiaries. Notwithstanding the implementation of this, there are some teething challenges which I have outlined in the presentation and also proposed some key recommendations to address them. By and large, I would like to say without mincing words that linking Social Protection interventions can go a long way to reduce poverty of the country.

I wish to thank the Organizer of this forum for giving me the opportunity to make this presentation and I do hope that the issues and recommendations made will be taken on board to improve Social Protection Programmes in our respective countries.

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Appendix

William NIYUNI is a professionally trained Social Worker. His background (B.A. - Social Work and Sociology and Diploma in Social Work Administration) both from the **University of Ghana, Legon**. He has worked with the Department of Social Welfare now Department of Social Development from 1985 to date in various capacities from the district to national level where he is now a Deputy Director of the Ghana LEAP Programme.

With the inception of the **Ghana LEAP in 2008**, he has played a key role in the development and implementation of the Programme – Targeting, Monitoring and Evaluation Management Information Systems and Payment systems. He is currently the Deputy Director of the LEAP Programme where his key roles and responsibilities include the day-to -day operation and supervision of the LEAP Programme as well as co-ordinating the activities of the various units under the Programme and reporting to the National LEAP Programme Manager and the Ministry of Gender, Children and Social Protection.

Mr. Niyuni has participated in a number of Local and International Training Courses/Conferences in Cash Transfers, Social Protection, Monitoring and Evaluation and Ageing in Ghana, the Netherlands Canada, the USA, China and the Brazil. He has also facilitated and conducted training in various local training Programmes in Social Protection, LEAP Programme and other core Programmes of the Department of Social Development. He is a member of the Community of Practitioners of Social Protection, Africa Region and has participated in its face to face meetings in Kenya, Tanzania and Zambia. On the local front, he is a member of the Ghana Association of Social Workers (GASOW).