

# One-Window Operations

A model for the integrated delivery of social protection services

## Context

The Government of Pakistan is placing a high priority on social protection. The *Ehsaas* programme, launched in April 2019, seeks to reduce poverty and inequality, strengthen social security, further develop human capital, and improve jobs and livelihoods. Achieving this expansive vision will require efficient use of limited resources. For this reason, the Government seeks to bring together and harmonise existing social security initiatives under *Ehsaas*.

The Federal Republic of Germany is supporting Pakistan to make social protection programmes more effective and efficient. The Support to Social Protection - Social Health Protection (SP-SHP) project, implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH on behalf of the German Federal Ministry of Economic Cooperation and Development (BMZ), advises provincial governments on harmonising social protection policies and programmes, supports the development of digital information systems to integrate different schemes, and improves beneficiaries' access to services through the establishment of One-Window Operations (OWOs), which are a type of Single Window Service (SWS).

## The challenge

In Pakistan the majority of job holders work in the informal sector without any social protection. Although many government departments implement schemes which tackle specific risks, the social protection landscape is disjointed and inefficient:

- » **Fragmentation and duplication:** In Khyber Pakhtunkhwa, seven departments implement nearly 40 different schemes, many of which potentially target the same beneficiaries. The institutions which design and manage these schemes operate in parallel with limited coordination and have overlapping roles and responsibilities.
- » **Low levels of awareness among beneficiaries:** Few people are aware of schemes other than the Benazir Income Support Programme (BISP). Moreover, most respondents who have heard of BISP do not know if they are eligible for it.
- » **Limited evidence about demand:** Because many people entitled to support do not apply for it, government officials have no reliable evidence about the actual demand for social protection which can inform planning and spending decisions.
- » **Inability to monitor programmes:** Schemes are not integrated, e.g. through harmonised digital operating systems, which means there is no overview of how many people have applied and which services are being provided to whom.



Potential beneficiaries seeking information at the OWO, Nowshera, Khyber Pakhtunkhwa

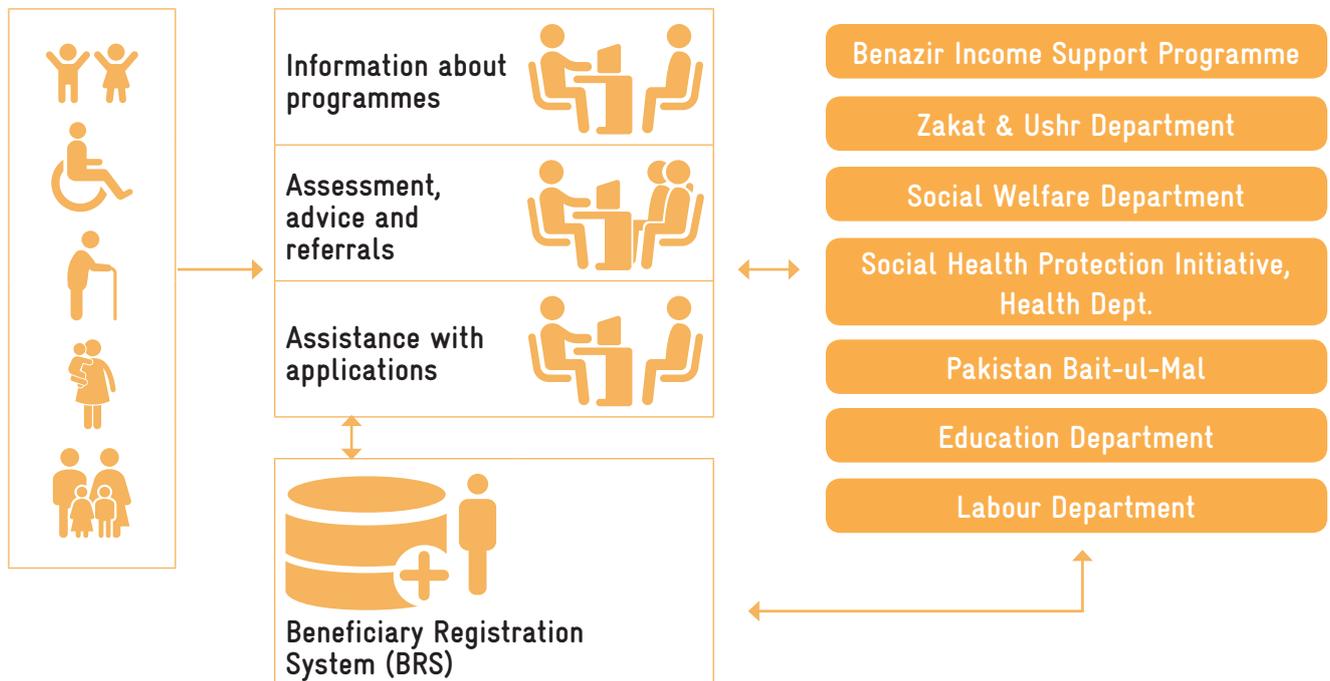
## Approach

The SP-SHP project is working in partnership with the Sustainable Development Unit (SDU), Planning and Development Department of Khyber Pakhtunkhwa to integrate multiple social protection schemes through OWOs.

In their front offices, the OWOs in Khyber Pakhtunkhwa act as **single-entry points** for citizens to several social protection programmes and services. Customer support personnel provide information about existing programmes, assess citizens' needs and eligibility, assist them to obtain required documents (e.g. identity cards, birth certificates, disability certificates), and support them to apply for specific programmes and services. Citizens leave the OWO with a receipt which allows them to track their application. This **fosters accountability** on the part of scheme operators.

The OWOs' core functions take place in the back office. Here the SP-SHP project is helping partners to integrate social protection programmes through the development of a digital **Beneficiary Registration System (BRS)**. The BRS brings together eligibility criteria and beneficiary information for different programmes, registers and tracks applications for services, and generates analytical reports. It shows who is getting which benefit, where and when and, in doing so, constitutes an Integrated Beneficiary Registry. At the same time, it generates evidence about the demand for services which can inform planning and resource allocation. Ultimately, the OWO approach aims to improve **government-to-citizen service delivery** and contributes to good governance.

## One-Window Operation for Social Protection, Khyber Pakhtunkhwa



A potential beneficiary checks her registration status at the OWO, Nowshera, Khyber Pakhtunkhwa.

### Achievements

- » **The first single-entry points are up and running:** Two OWOs have been operating in Lower Dir and Nowshera districts since March 2019.
- » **Citizens are coming to OWOs:** As of December 2019, more than 3000 citizens have been registered, more than 1900 applications for services have been forwarded to responsible departments, and 427 persons with disabilities have been assisted to receive disability certificates.
- » **Government officials now have access to real-time data:** District Social Protection Committees meet regularly, discuss service delivery problems and achievements, and communicate with provincial authorities.
- » **More resources are being allocated to social protection:** Better evidence of demand for services is already making a difference. In Nowshera, more money has been directed to social protection since the launch of the OWO.
- » **OWOs are attracting high-level interest:** The OWOs are listed as priorities for scaling-up under the *Ehsaas* programme.

### Future outlook

The vision underpinning the integrated service delivery model of OWOs has been appreciated and understood by citizens, in district and provincial governments, and right up to the office of the Prime Minister. This offers an important window of opportunity to expand and further build up the OWO model in the coming years. The next steps include:

- » Scaling up the OWO model across Khyber Pakhtunkhwa
- » Strengthening the institutional mechanisms for coordination and further consolidating social protection initiatives in Khyber Pakhtunkhwa towards a systems-based approach
- » Building an Integrated Social Protection Information System which enables the flow and management of information within the social protection system and with sectors beyond it.

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**Registered offices**  
Bonn and Eschborn

**Address**  
House No. 23, Street 55, F-7/4  
Islamabad, Pakistan  
T +92 51 111 489 725  
F +92 51 2656 376  
E giz-pakistan@giz.de  
I www.giz.de

**Project**  
Support to Social Protection – Social Health Protection (SP-SHP), Pakistan

**Responsible**  
Dr. Imran Masood, Project Manager  
SP-SHP

**Author**  
management4health GmbH

**Layout**  
Uzma S. Toor

**Photo credits**  
SP-SHP

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