



## Training Toolkit on Government Innovation for Social Inclusion of Vulnerable Groups

# Module 10

## How to Create an Enabling Ecosystem for the Empowerment of Vulnerable Groups





## Contents

1. Importance of creating an enabling ecosystem for the empowerment of vulnerable groups
2. Measures and a governance approach to creating an enabling ecosystem
3. Innovative cases on creating an enabling ecosystem for the empowerment of vulnerable groups

## Learning objectives

- To enhance understanding on the importance of creating an enabling ecosystem for the empowerment of vulnerable groups
- To provide policy solutions on measures and approaches for creating an enabling ecosystem



# 1. Importance of Creating an Enabling Ecosystem for the Empowerment of Vulnerable Groups

---





# 1. Importance of Creating an Enabling Ecosystem for the Empowerment of Vulnerable Groups

## Empowerment and Transforming Vulnerable Groups as Proactive Agents of Change

- The 2030 Agenda requires to transform the conventional perception of vulnerable groups as the passive recipient of social assistance.
- Vulnerable groups should become **a proactive agent of change and action** by taking part in the process of social inclusion and increasing their resilience.
- Supporting vulnerable people in this process means **empowerment**.
- Important that Governments and other Stakeholders create an **enabling ecosystem** → enabling conditions for the empowerment of vulnerable people.





# 1. Importance of Creating an Enabling Ecosystem for the Empowerment of Vulnerable Groups

## Providing a Conducive Environment for the Empowerment of Vulnerable People

- Increasing their visibility and voice
- Reducing discrimination and stigmatization
- Encouraging self-esteem, motivation and own initiative
- Developing social, vocational, digital and practical skills
- Fostering local communities as an enabler of empowerment and social inclusion
- Strengthening agents of change within the vulnerable group and the local context
- Enhancing the potential of the local economy and social enterprises
- Supporting local resources and services increasing resilience of vulnerable people
- Stimulating mutual help and sharing of resources
- Setting legal provisions





# 1. Importance of Creating an Enabling Ecosystem for the Empowerment of Vulnerable Groups

## Impact of Creating an Enabling Ecosystem

On targeted vulnerable groups	On government institutions	On other bodies, Local Communities, NGOs, CBOs, International Organisations
Increase visibility	Reach out to the people of a vulnerable group and to the local level	Increase visibility
Develop own resources to act	Better use public resources and increase impact through integration with other actors	Better use own resources and increase impact through integration with other actors
Get interconnected with other partners and resources	Get interconnected with other partners and resources	Get interconnected with other partners and resources
Make better use of public services	Better deliver public services; integrate & coordinate different public services	Better delivery services
Share information	Share information	Share information
Participate in decision-making; co-designing and co-creation	Improve decision-making through consultation and enriched information base	Participate in decision-making; co-designing and co-creation

## 2. Measures and a Governance Approach to Creating an Enabling Ecosystem





## 2. Measures and a Governance Approach to Creating an Enabling Ecosystem

### Identifying Contextual Measures for Creating an Enabling Ecosystem

- Specific measures can only be defined in the specific context. There is not a fixed catalogue for measures to creating an enabling ecosystem. Some general measures may include:
  - **Vulnerability assessment** based on the specific local context
  - **Whole-of-government approach** with coordination across administrative sectors and levels
  - **Multiple and complementary measures** to address multi-faceted factors of vulnerability
  - Exploring effective measures in the specific context through **an itinerant and experimental approach**
  - **Cooperation with local communities** is key to local empowerment
  - **Cooperation with non-governmental stakeholders** is essential
  - **Cooperation with the vulnerable groups** is indispensable as they should be agents of change
  - **Legal provisions** for the protection and empowerment of vulnerable groups





## 2. Measures and a Governance Approach to Creating an Enabling Ecosystem

### Taking a Governance Approach (1)

- Within an enabling ecosystem every **stakeholder** is a potential **resource of innovation**.
- It is a new model of **governance** also called:
  - ‘**open innovation**’ or
  - ‘**co-creation**’
- It implies **collaboration** with, and **empowerment** of, the recipients.
  - i.e. it works **with** them and not **for** them



## 2. Measures and a Governance Approach to Creating an Enabling Ecosystem

### Taking a Governance Approach (2)

- Within an enabling ecosystem **all stakeholders become a resource of empowerment and innovation:**
  - Governmental agencies from all sectors and levels
  - Local Communities
  - Non-governmental organizations
  - Private sector
  - The Judiciary system
  - And most importantly, the people from the vulnerable group themselves
- This implies a governance shift from top-down implementation to **collaboration** and the **co-creation** of public goods.
- Creating enabling ecosystems for the empowerment of people from vulnerable groups means working **with** the people – instead of only working **for** the people.

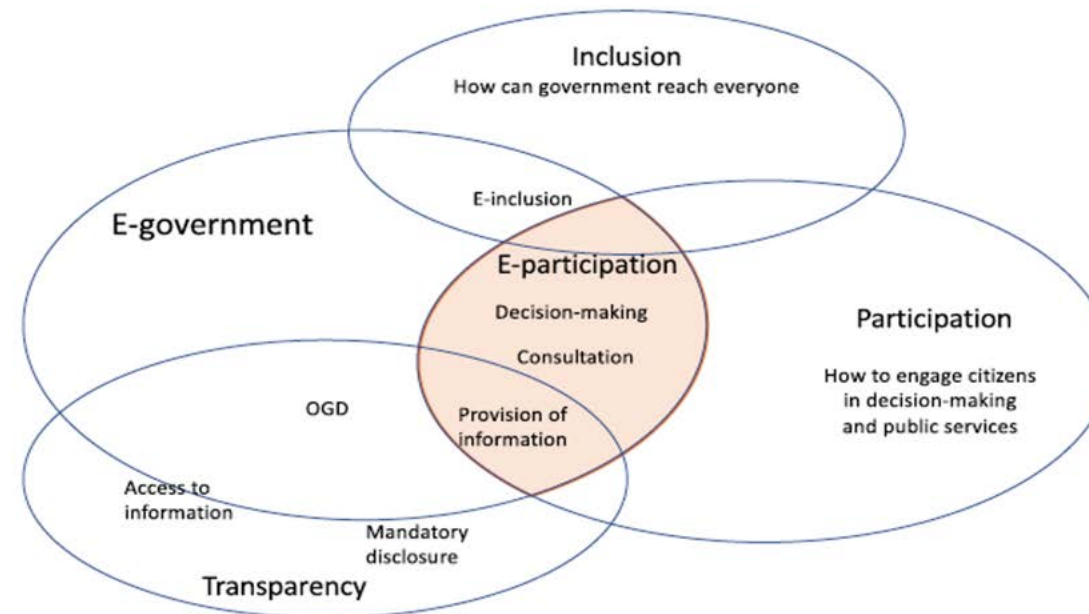


## 2. Measures and a Governance Approach to Creating an Enabling Ecosystem

### Taking a Governance Approach (3) (Cont.)

- Improving preparedness/readiness of vulnerable groups as agents of changes
  - Build effective platforms/channels to engage vulnerable groups, e.g. e-participation

The Relationship between E-participation and Other Dimensions of Governance



Source: UN E-Government Survey 2020

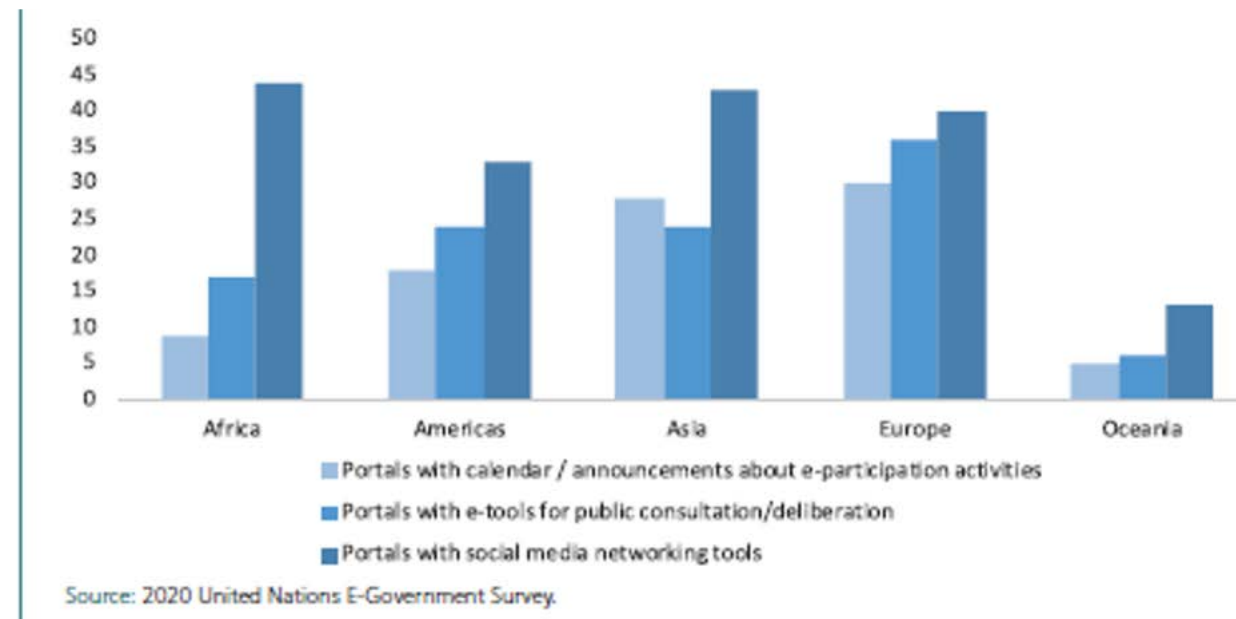


## 2. Measures and a Governance Approach to Creating an Enabling Ecosystem

### Taking a Governance Approach (3) (Cont.)

- Improving preparedness/readiness of vulnerable groups as agents of changes
  - Build effective platforms/channels to engage vulnerable groups, e.g. e-participation

Number of Countries Offering Selected Features for Online Interaction





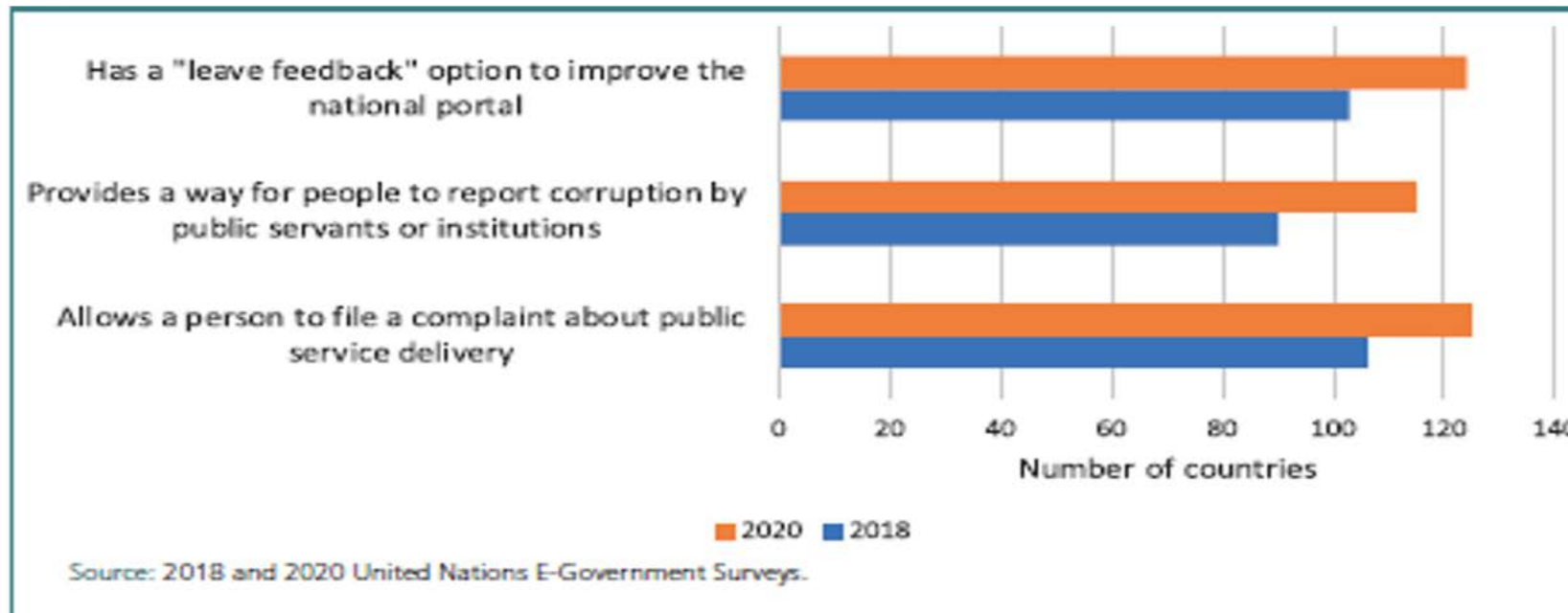


## 2. Measures and a Governance Approach to Creating an Enabling Ecosystem

### Taking a Governance Approach (3) (Cont.)

- Improving preparedness/readiness of vulnerable groups as agents of changes
  - Build effective platforms/channels to engage vulnerable groups, e.g. e-participation

National Government Portals with Selected Feedback and Reporting Features, 2018 and 2020





## 2. Measures and a Governance Approach to Creating an Enabling Ecosystem

### Taking a Governance Approach (4)

- **Improving preparedness/readiness of vulnerable groups as agents of changes**
  - Building a dashboard or conducting regular surveys to measure, track and evaluate the quality and progress of engaging vulnerable groups.
- **Major barriers to vulnerable groups for effective engagement:**
  - **Technology factors:** digital divide including lack of physical access to ICT
  - **Social factors:** lack of trust in public institutions due to uncertainty and inadequate consideration of their inputs or lack of transparency in consultation process, and privacy and security concerns
  - **Institutional factors:** lack of institutionalized process which should be fully integrated into the organizational culture.



## 2. Measures and a Governance Approach to Creating an Enabling Ecosystem

### Taking a Governance Approach (5)

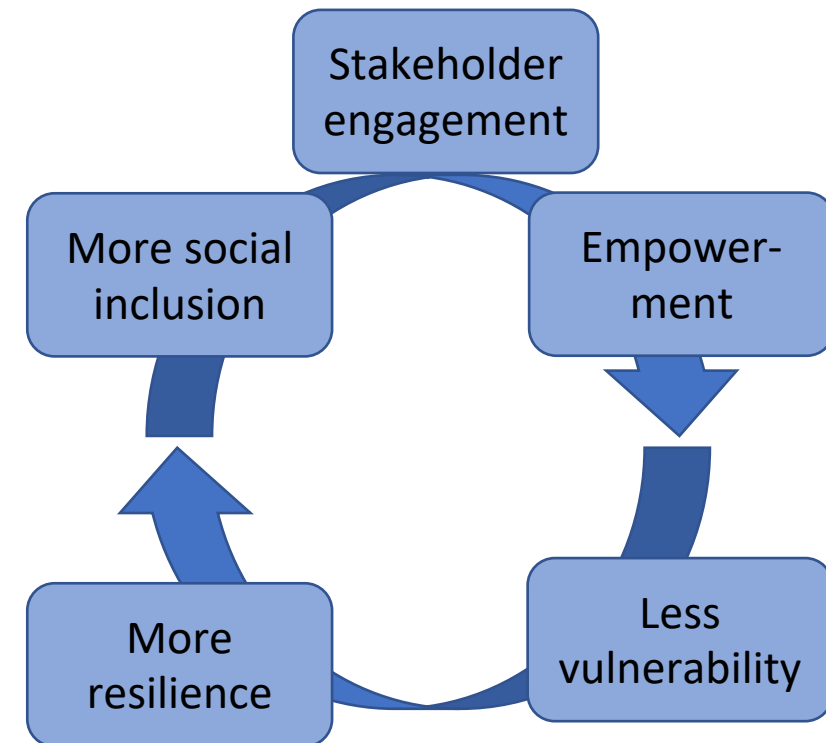
- Effectively engaging vulnerable groups and stakeholders leads to more socially, environmentally and economically sustainable outcomes through:
  - realistic understanding of the problems and issues
  - recognition of the systemic nature of “the way things work” — inter-relations between economic, social and environmental dimensions
  - greater social acceptance, support & reduced conflict
  - potential for creative, equitable solutions
  - potential savings of time and money in the long run



## 2. Measures and a Governance Approach to Creating an Enabling Ecosystem

### The virtuous Circle of Empowerment and Social Inclusion

- Empowerment of vulnerable groups through stakeholder engagement decreases vulnerability/increases resilience and improves social inclusion, which again causes further empowerment.







### **3. Innovative Cases on Creating an Enabling Ecosystem**

---





### 3. Innovative Cases on Creating an Enabling Ecosystem



#### Kenya - Social Mapping and Open Data Platform for Community Visibility and Empowerment

- **What:** identifying and empowerment vulnerable people and enhancing their visibility
- **Where:** in Kibera, a slum in Nairobi
- **Goal:** bring Kibera 'on the map'
  - increase visibility vulnerable people and giving them a voice to define their needs and strengths
  - provide information about public services and other facilities in the community
  - Creating networks between residents and other actors in the community
- **How:** Digital citizen/social mapping and open data platform
- **Who:** young Kiberans created the first digital social map of their community

Source: <https://mapkibera.org/>





### 3. Innovative Cases on Creating an Enabling Ecosystem



- Mapping process through teams of trained young residents
- Using OpenStreetMap, a free and open edible map
- Sources: GPS, surveys
- Maps are thematically structured: Health, Security, Education, Water & Sanitation



Source: <https://mapkibera.org/>



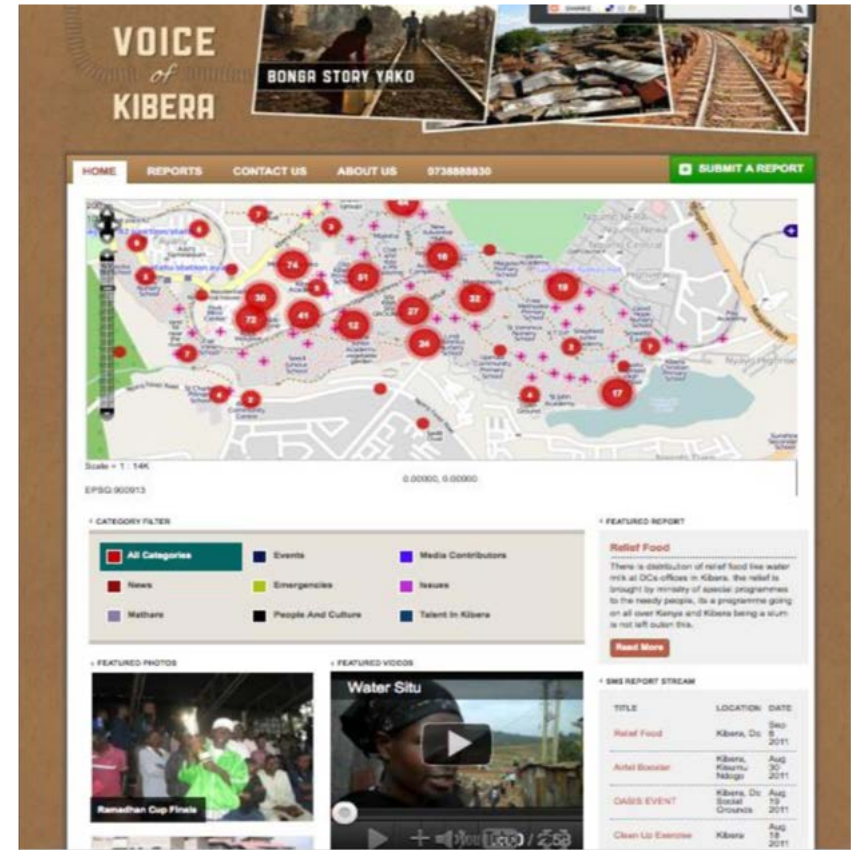


### 3. Innovative Cases on Creating an Enabling Ecosystem



#### The Voice of Kibera

Using media resources, including online video, blogging, and reporting on the Ushahidi “Voice” platforms, participants and members provide a needed local news service in the communities allowing the local perspective to be showcased online.



Source: <https://mapkibera.org/>





### 3. Innovative Cases on Creating an Enabling Ecosystem



#### Take-aways

- Citizen mapping is an effective approach to empower vulnerable people.
- Local Communities provide a good frame to assemble elements of an enabling ecosystem.
- Training young people from the community and giving them the opportunity become the agents of the project was a success factor.
- Digital tools, like web-platforms and open data can empower vulnerable groups and local communities.



### 3. Innovative Cases on Creating an Enabling Ecosystem



#### Indonesia - Kampung Peduli (1)

#### Family- and Community-based Approach to Empowering Persons with Intellectual Disabilities

- The Indonesian Kampung Peduli (“Caring Village”) is a program empowering persons with **intellectual disabilities**
- It is **family-based** and **community-based**
- **Challenge:** persons with intellectual disabilities
  - are vulnerable, underdeveloped and marginalized
  - are **excluded from employment**
  - have **limited access to public services**



Source: <https://surabaya.tribunnews.com/>



### 3. Innovative Cases on Creating an Enabling Ecosystem



#### Indonesia - Kampung Peduli (2)

- **Trained volunteers** advise families with intellectual disabled persons on how to develop their skills and abilities
- **Self-Help Groups** are **formed** in local communities
- Self-Help Groups **mobilize** community engagement
- Self-Help groups **manage** social rehabilitation centers where disabled persons are employed (doormats, splash batic products, etc.)
- Financed by government subsidies and revenues from selling the products







### 3. Innovative Cases on Creating an Enabling Ecosystem



#### Indonesia - Kampung Peduli (3)

#### Challenges

- Availability of accurate data about persons with disabilities
- Funding of the rehabilitation centers
- Availability of volunteers for self-help-groups
- Marketing of the products of the rehabilitation centers



Source: <https://surabaya.tribunnews.com/>





### 3. Innovative Cases on Creating an Enabling Ecosystem



#### Indonesia - Kampung Peduli (4)

#### Take-Aways

- The Kampung Peduli **success factor** is its non-institutional **participatory family/ community-based approach**:
  - Reaching **more beneficiaries at lower costs**
  - Social inclusion and empowerment of vulnerable persons through **strengthening the capacity of local communities**
  - **Local communities** have a critical advantage in providing first-hand services that is well adapted to the local context and the specific needs
  - **Avoiding stigma and separation** of the beneficiaries from their family and community
- The Kampung Peduli project is a good example for shifting **Public services** from a top-down model to **collaborative approaches**.



### 3. Innovative Cases on Creating an Enabling Ecosystem



#### Brazil - Partnership Constructing 1 Million Cisterns (1)

##### Engaging CSOs and Partnership with Private Sector

- **Drynet** is a global initiative, giving future to drylands
- **Where:** Brazil semi-arid area
- **Goal:** Construction of 1.000.000 cisterns for clean water for households
- **Who:** Network of Civil Society Organizations and small farmers in partnership with government and private sector
- **When:** Launched in 2001



PHOTO: EDUARDO QUEROGA

Source: <https://dry-net.org/>





### 3. Innovative Cases on Creating an Enabling Ecosystem



#### Brazil - Partnership Constructing 1 Million Cisterns (2)

##### Organization of the Network

- Leading: Umbrella Organisation Coalition of the Semi-Arid Regions of Brazil (ASA), involving some 800 civil society organizations
- Coordination and implementation through Local Community Bodies: existing municipal committees or city councils
- The specific feature and success factor of this project is its partnership with a range of diverse stakeholders
  - the local communities and vulnerable groups of poor rural households
  - the national government, providing funding
  - the Brazilian Federation of Banks, providing financial and administrative assistance



### 3. Innovative Cases on Creating an Enabling Ecosystem



#### **Brazil - Partnership Constructing 1 Million Cisterns (3)** **Implementation at local level**

- Municipal committee select the families that can benefit – based on their level of vulnerability, e.g.
  - Number of children per household
  - Individuals with special needs and elderly
  - Households headed by women
- Chosen families receive 2-days training, in groups (construction & maintenance)
- The residents become the builders: teams of families build the cisterns, coordinated by an instructor
- Result:
  - Improving clean water supply and health
  - Generating income and skills for vulnerable households
  - Independence of vulnerable households from landowners and commercial water supply



### 3. Innovative Cases on Creating an Enabling Ecosystem



#### Brazil - Partnership Constructing 1 Million Cisterns (4) Take-aways

- Multi-stakeholder partnerships involving the vulnerable people can empower them to become an active agent of a solution increasing their resilient.
- Empowerment in this case was built on training vulnerable people the practical skills to improve their livelihood.
- The social experience vulnerable people of helping themselves encourages also to become active in problem-solving in other areas.
- Local Community Bodies were essential to coordinate and implement the project.
- The collaboration was beneficial for the government: it helped to clean water supply and health with less costs and more durable results.





### 3. Innovative Cases on Creating an Enabling Ecosystem

#### Ghana - Empowering Vulnerable Groups to Participate in the Budgeting Processes

- This successful project was aimed at equipping and empowering the vulnerable groups that comprised of women and children, youth, persons living with HIV and AIDS (PLHIV) and persons with disabilities (PWD) with the requisite skills and knowledge to actively and effectively participate in the district planning and budgeting processes leading to accountable governance at the local level.



*Participants of the Advocacy Training Workshop*

Source: GIZ, [Empowering Vulnerable Groups to Participate in the Budgeting Processes](#)





### 3. Innovative Cases on Creating an Enabling Ecosystem

#### Republic of Korea – Combining Participatory Budgeting at Different Levels of Government



Participatory budgeting has existed for more than 30 years at the municipal level; applications at the national level are more recent and less common. The Republic of Korea offers an example of a country that integrates well-developed participatory budgeting at the local and national levels.

The national participatory budget system in the Republic of Korea is designed to enhance the transparency of financial operations and increase the public's interest in the budget by allowing people to make budget proposals and participate in the screening and prioritization of proposals. For some time, it had been possible for the general public to come up with ideas or suggestions for improvement, with relevant ministries responding to such proposals. The new participatory budget system expands the scope of participation, as citizens can participate in the review and prioritization process that comes after the public proposals. The new system complements the local participatory budget system currently used by municipal governments nationwide by eliciting proposals that require funding by the central Government. The portal includes a comprehensive timeline for the process, which combines online and offline activities.

Sources: [www.mybudget.go.kr](http://www.mybudget.go.kr)

Source: UN E-Government Survey 2020





# Group Work

---







# Group Work



1. Define the type of vulnerability that you would like to address.
2. Select the actors with whom you would like to cooperate (NGOs, civil society organizations, private sectors, etc.). What kind of added value may they provide to you? What kind of special initiative or action could they do? What are the benefits that the selected actors would gain from collaborating with you?
3. Explain how you would like to engage the vulnerable group in your project. E.g. do you see difficulties in communicating with them / in building trust / in empowering them? How do you overcome this? What are the benefits that they would get from engaging in the project?
4. Can you come up with a draft idea of a concrete plan to address the selected vulnerability? This plan should engage every stakeholder mentioned above.



# Background Materials

<p><b>Key Readings</b></p>	<ul style="list-style-type: none"> <li>• UN ESCAP, 2018, <i>Effective Stakeholder Engagement for the 2030 Agenda</i>, Training Reference Material, <a href="https://www.unescap.org/sites/default/d8files/knowledge-products/Final.Effective%20Stakeholder%20Engagement%20for%20the%202030%20Agenda%20rev.pdf">https://www.unescap.org/sites/default/d8files/knowledge-products/Final.Effective%20Stakeholder%20Engagement%20for%20the%202030%20Agenda%20rev.pdf</a></li> <li>• UN Public Service Forum, 2019, <i>Achieving the Sustainable Development Goals through Effective Delivery of Services, Innovative Transformation &amp; Accountable Institutions</i>, <a href="http://unpog.org/page/sub4_2_tab_introduction.asp?tb_Symposium_sn=5">http://unpog.org/page/sub4_2_tab_introduction.asp?tb_Symposium_sn=5</a></li> <li>• International Fund for Agricultural Development (2009), <i>Good Practices in Participatory Mapping</i>, <a href="https://www.ifad.org/documents/38714170/39144386/PM_web.pdf/7c1eda69-8205-4c31-8912-3c25d6f90055">https://www.ifad.org/documents/38714170/39144386/PM_web.pdf/7c1eda69-8205-4c31-8912-3c25d6f90055</a></li> <li>• UN DESA (2012), <i>Online Survey on Promoting Empowerment of People in achieving poverty eradication, social integration and full employment integration and full employment and decent work for all</i> <a href="https://www.un.org/esa/socdev/publications/FullSurveyEmpowerment.pdf">https://www.un.org/esa/socdev/publications/FullSurveyEmpowerment.pdf</a></li> <li>• World Economic Forum, <i>This is how digital ID systems could help the most vulnerable</i> <a href="https://www.weforum.org/agenda/2020/08/harnessing-the-power-of-digital-id/">https://www.weforum.org/agenda/2020/08/harnessing-the-power-of-digital-id/</a></li> <li>• Health Info in Thailand ((www.healthinfo.in.th), <i>Empowering Vulnerable Populations - Creating an Inclusive Society</i>, <a href="https://www.hiso.or.th/hiso/picture/reportHealth/ThaiHealth2017/eng2017_26.pdf">https://www.hiso.or.th/hiso/picture/reportHealth/ThaiHealth2017/eng2017_26.pdf</a></li> </ul>
<p><b>Further Readings</b></p>	<ul style="list-style-type: none"> <li>• UN DESA, 2016, <i>Compendium of Innovative Practices in Public Governance and Administration for Sustainable Development</i>, United Nations Publication. Suggested reading: Chapter 2, <a href="http://digitallibrary.un.org/record/1319295/files/Compendium_Public_Governance_and_Administration_for_Sustainable_Development.pdf">http://digitallibrary.un.org/record/1319295/files/Compendium_Public_Governance_and_Administration_for_Sustainable_Development.pdf</a></li> <li>• Overseas Development Institute, Kate Bird (2018), <i>Practical measures to enable the economic empowerment of chronically poor women</i>, <a href="https://www.odi.org/sites/odi.org.uk/files/resource-documents/12048.pdf">https://www.odi.org/sites/odi.org.uk/files/resource-documents/12048.pdf</a></li> <li>• Governance and Social Development Resource Centre, <i>Social and economic empowerment</i> <a href="https://gsdrc.org/topic-guides/voice-empowerment-and-accountability/supplements/social-and-economic-empowerment">https://gsdrc.org/topic-guides/voice-empowerment-and-accountability/supplements/social-and-economic-empowerment</a></li> </ul>





# End of Module 10

