

# DEVELOPMENT PATHWAYS

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## Key challenges when setting up integrated management information systems for social protection in Developing Countries

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# Outline...

## → A. Introduction

- Definitions
- Ideal IMIS configuration

## → B. Why integrate (purpose and objectives)

- Objectives
- Examples of developing county integration models

## → C. How to create and maintain IMIS

- Design
- Implementation

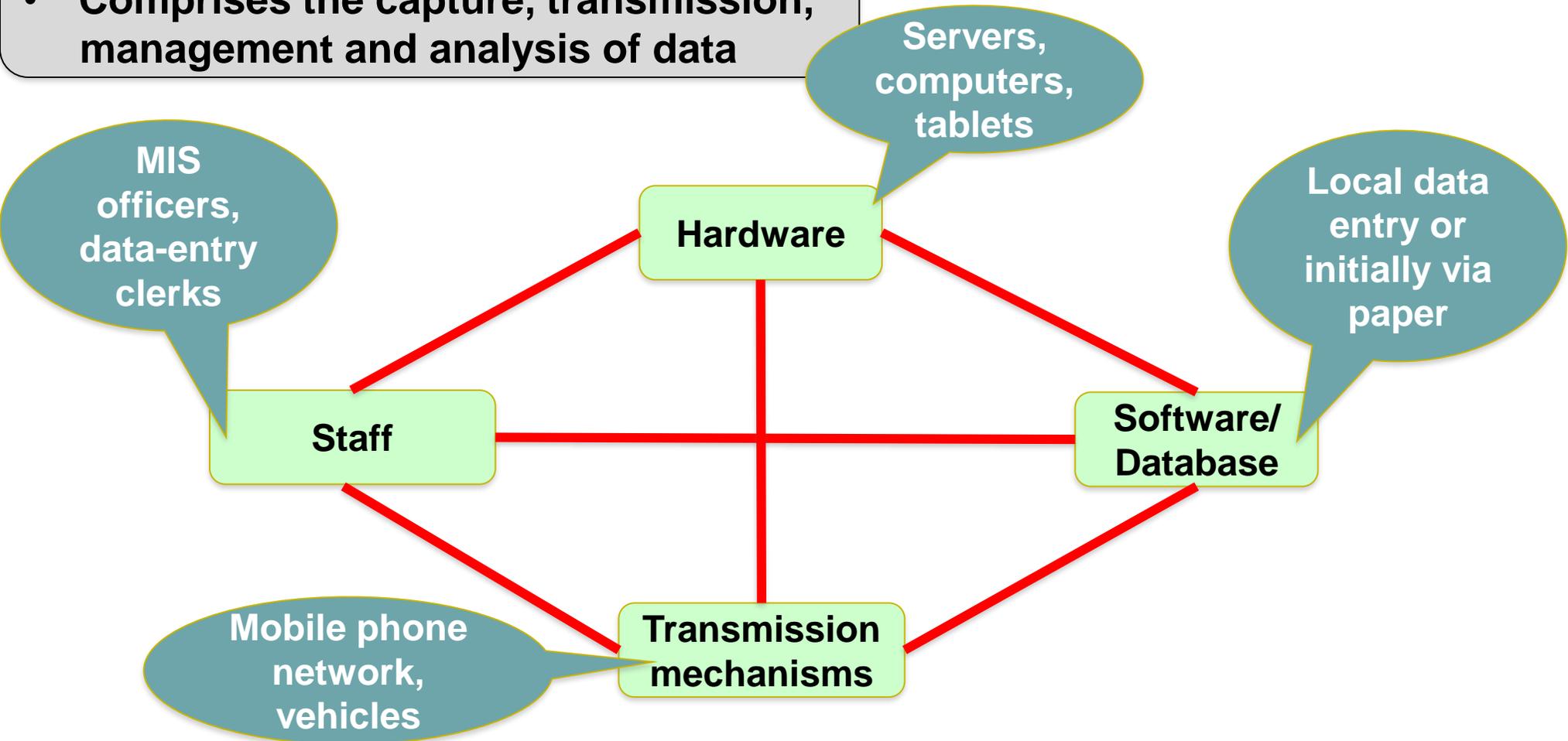
## → D. Key Risks and Challenges

- Risks
- Challenges

# A (i). Definitions: A Program Management information system

## More than a database:

- Comprises the capture, transmission, management and analysis of data



# A (ii). Definitions: Key functions provided by a Program MIS

## MISs should support the following:

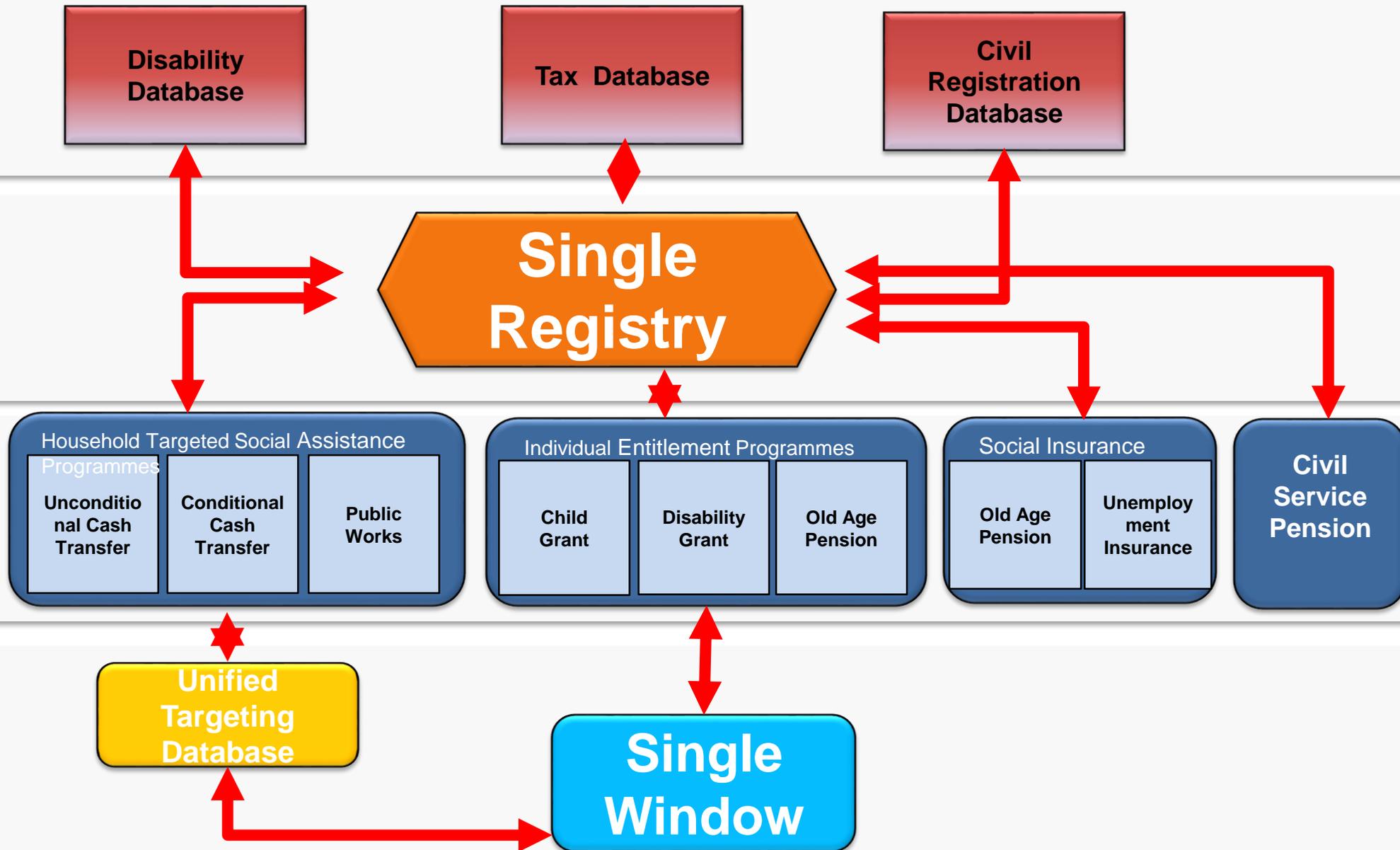
- Selection and registration of recipients;
- Enrolment of recipients;
- Monitoring of compliance with conditions;
- Production of payment lists
- Reconciliation of payment lists
- Management of Grievance Mechanism
- Identification of those to be removed from scheme
- Notification to programme managers when different processes have happened or should happen
- Provision of reports for management and monitoring.



## A (iii). Definitions: Elements in an integrated social protection set up...

- **Single Registry.** This is a warehouse of information linking together social protection sector schemes to provide social protection performance reports to policy makers as exemplified by Kenya's Single Registry
- **Single Windows.** These are platforms of shared services e.g. payments complaints and grievances and registration.
- **Unified Targeting Databases.** A number of countries (e.g. Brazil, Indonesia and Pakistan) have set up large targeting databases with the aim of creating and maintaining a list of poor households.

# A (i). Ideal set up of IMIS for social protection...



## B (i) Why integrate (purpose and objectives)?...

### Policy Objectives

1. Increased responsiveness and inclusiveness of interventions
2. Increased transparency and accountability
3. Increased linkage to the complementary institutional framework (e.g. common payment systems)

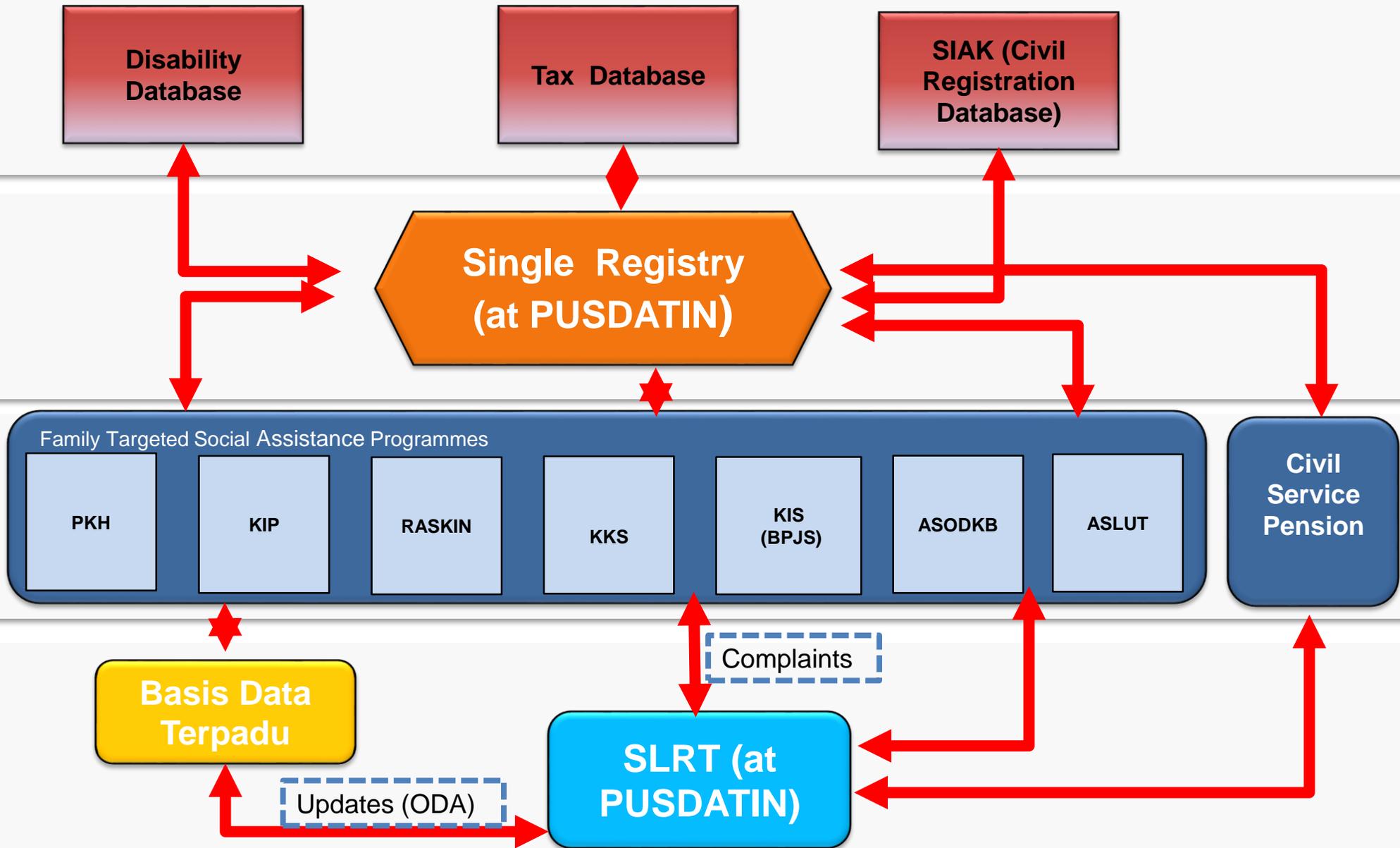
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### Operational Reasons

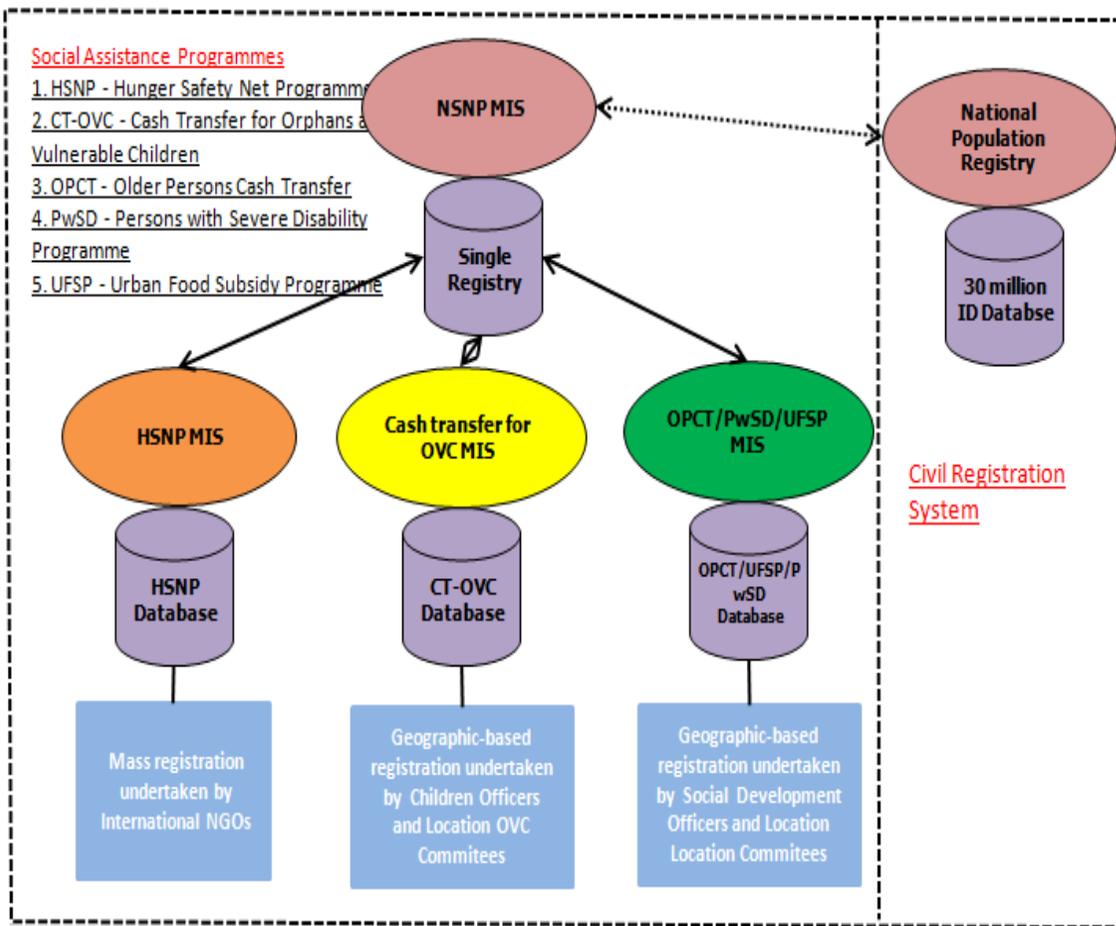
1. Facilitate oversight of multiple schemes
2. Avoid duplication of efforts (e.g. data collection)
3. Increase efficiencies (e.g. common payment system)
4. Help to avoid double dipping and benefit fraud and keep track of who is receiving what benefit
5. Enable the transition of beneficiaries between schemes as their circumstances change

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## B (ii). Indonesia's Single Registry...



# B(iii). Kenya: National Safety Net Programme: **Social assistance sector integration for the purpose of coordination, oversight and programme monitoring...**

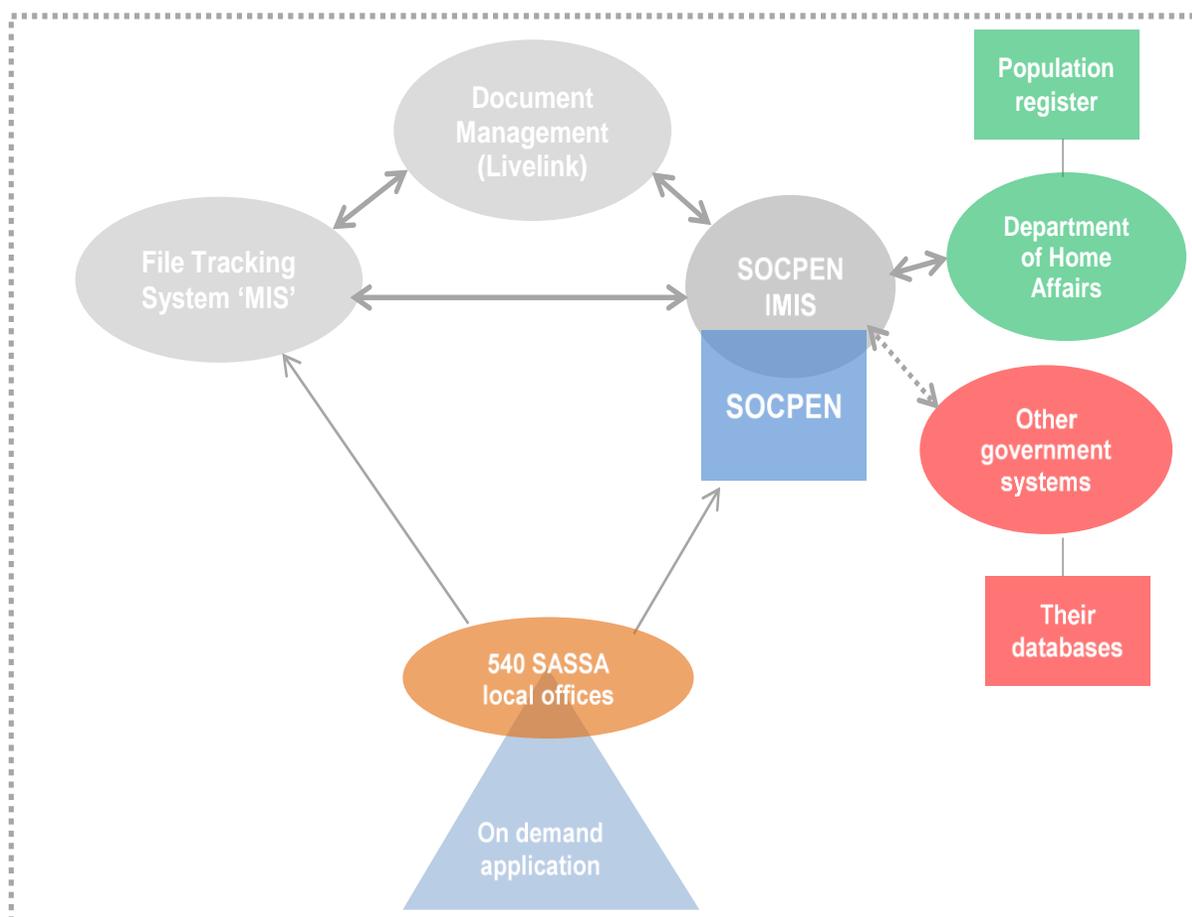


- **2011:** Some programmes did not have electronic MISs, non of the programme database could speak to each other
- **2012:** Guidelines for setting up programme MISs established
- **2013:** Government run cash transfer programme MISs harmonised
- **2014:** CT-OVC and HSNP link to Single Registry
- **2015:** Automatic link established between Single Registry and IPRS

Source: Authors Illustration [Link](#)

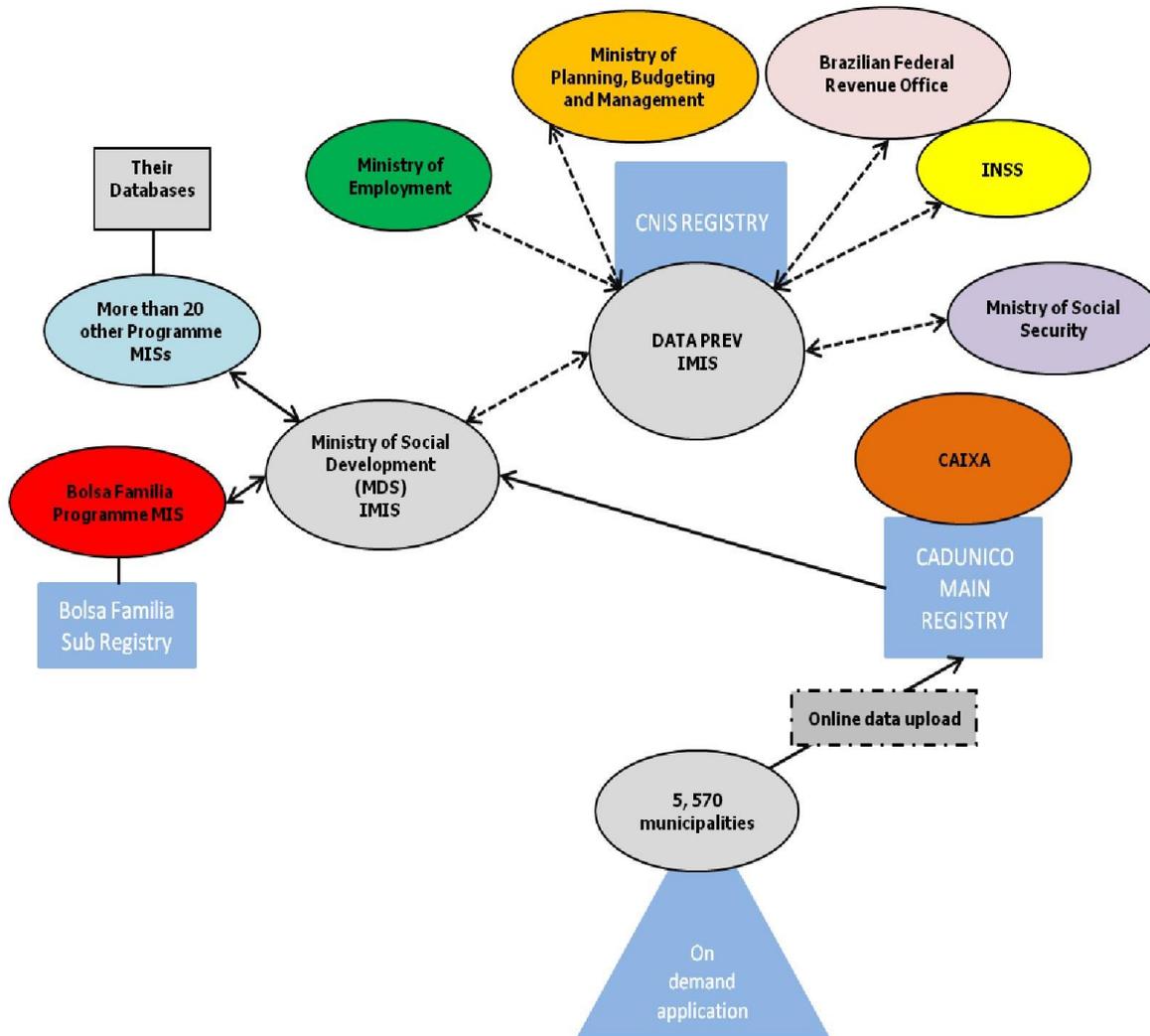
## B (iv) South Africa: Legacy SOCPEN and push towards National Integrated Social Information System (NISIS): **Sector integration to achieve operational effectiveness...**

- Republic of South Africa's (RSA) Department of Social Development runs one of the largest social assistance programmes in the world.
- It currently processes 16,054,955 grants monthly
- The cost of these programmes is estimated to be 3.5 percent of the country's gross domestic product.
- Beyond the legacy system that started delivering grants it, South Africa is now setting its eyes on cross sector integration.
- In 2006, it launched its National Integrated Social Information System (NISIS) with the aim of eradicating of poverty in South Africa through use of enabling technologies that support improved planning, targeting, coordination and delivery of anti-poverty statistics.



**Source:** Valentina, B. and Chirchir, R. (2014) Single Registries and Integrated MISs: de-mystifying Data and Information Management Concepts , DFAT, Forthcoming

## B(v). Brazil's Cadastro Unico: An bridge to consolidated targeting efforts ...

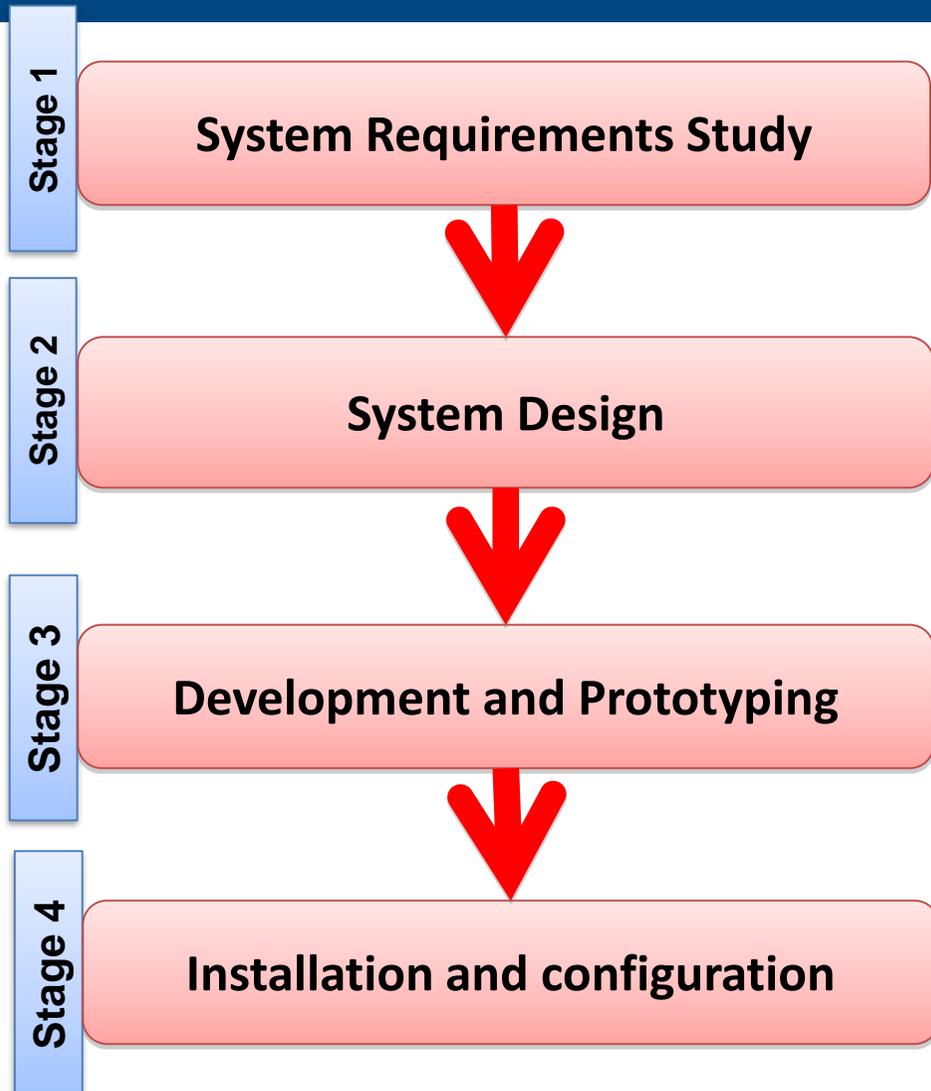


- Cadastro Único was set up in 2001 through a ministerial decree and has since evolved through continual improvement.
- The Unified Database, which is based on the initial data-collection effort of the Bolsa Familia programme, now contains more than 26 million households (85 million people and 40% of Brazilian households) and is used by more than 20 programmes. 77% of all registry data is updated every 2 years.
- Cadastro Único is managed by several institutional actors who perform the following roles:

## **C(i). Design of IMIS: Technical and functional specifications...**

- **Develop an Operations Manual based on programme design parameters**
  - Overview of the programme and its objectives
  - Detailed business processes
  - What are steps and stages within each processes
- **Based on objectives, design model of application database and develop high level functional and technical specifications**
  - What are functional requirements (business processes & modules, reporting requirements)
  - What are technical requirements (databases, security, hardware requirements, software requirements)

## C (ii). Implementation of IMIS: **Key implementation steps...**



### ▪ **Stage 1 Outputs**

- A comprehensive and consolidated System Requirement Study Document of all the programmes based on the existing process flows, gaps and proposed process improvements.

### ▪ **Stage 2 Outputs**

- A comprehensive documentation of the System Design Document based on the approved SRSD.

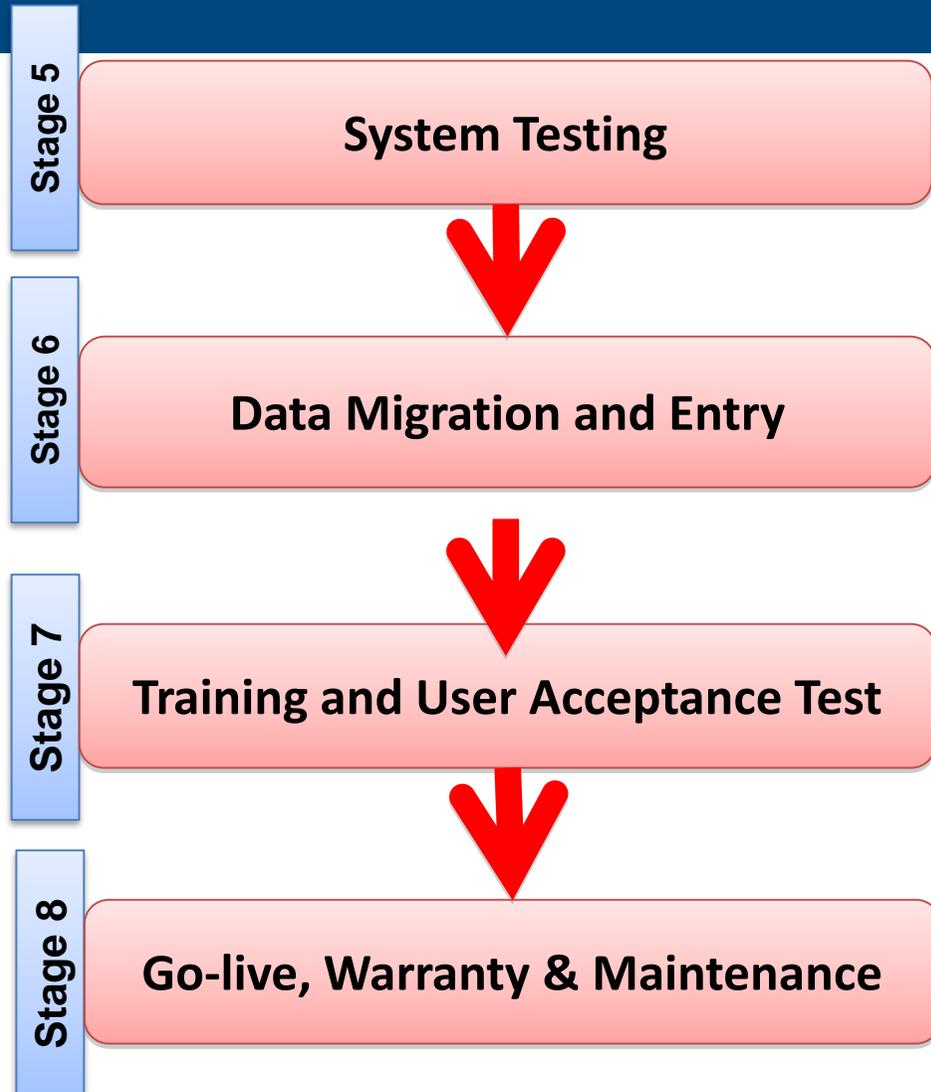
### ▪ **Stage 3 Outputs**

- Iterative prototyping of the developed application to review and provide quick comments on the progress made during this activity.

### ▪ **Stage 4 Outputs**

- Installation and configuration of the system in the hardware/servers allocated for IMIS hosting.

## C (iii). Implementation of IMIS: **Key implementation steps...**



### ▪ **Stage 5 Outputs**

- A fully functional IMIS ready for final deployment and issuance of User Acceptance letter

### ▪ **Stage 6 Outputs**

- A complete data migration of all existing data that are maintained electronically into the IMIS

### ▪ **Stage 7 Outputs**

- IMS users trainings for all SP programmes
- System Administrators training

### ▪ **Stage 8 Outputs**

- using the deployed IMIS in the day-today operation of respective programmes

## C (iv). Source Code Ownership...

- **System Ownership and Source Code requirements**
  - Government should fully own the MIS platform with full access to the source code without any preconditions or whatsoever.
  - For any other proprietary third party software used, shall provide perpetual and valid license for at least period of 5 (five) years.

## D (i). Key Risks...

RISK CATEGORY	DESCRIPTION
USER	<ul style="list-style-type: none"><li>• User resistance to change</li><li>• Poor perception of system usefulness</li></ul>
REQUIREMENTS	<ul style="list-style-type: none"><li>• Continually changing requirements</li><li>• System requirements not adequately identified and documented</li></ul>
PROJECT COMPLEXITY	<ul style="list-style-type: none"><li>• High levels of technical complexity</li><li>• Projects involve the use of technology that has not been tested</li></ul>
PROJECT PLANNING AND CONTROL	<ul style="list-style-type: none"><li>• Project progress is not monitored closely enough</li><li>• Project milestones are not clearly defined</li></ul>
TEAM	<ul style="list-style-type: none"><li>• Team members lack the specialized skills required by the project</li><li>• Poor productivity among team members</li></ul>
ORGANIZATIONAL AND POLITICAL ENVIRONMENT	<ul style="list-style-type: none"><li>• Change in organizational management during the project</li><li>• Corporate politics with negative effect on the project</li><li>• Many actors with different interests and requirements</li></ul>

## D (ii). Challenges experienced when setting up IMIS in Developing Countries...

- **Nascent social protection policies.** Social protection policies are still at a relatively early stage of development and are still evolving;
- **Unreliable Telecommunication Infrastructure.** Telecommunication links are often unreliable in many rural areas, a factor that hampers the capacity to fully operate an online web-based IMIS software;
- **Weak business processes.** Individual social protection programmes require significant strengthening of business processes, financial management and monitoring and evaluation systems.

## D (iii). Challenges experienced when setting up IMIS in Developing Countries...

- **Weak Staff Capacity.** The capacity to administer these systems is normally weak. Developing job descriptions and putting in place an adequate staffing structure;
- **Lack of National ID systems/poor coverage** among potential social protection beneficiaries.
- **Inadequate Government Budget.** Putting in place budget resources to support maintenance of IMIS;
- **Lack of Legal and regulatory frameworks.** IMIS should be hosted by the institutions that have legal mandate to collect and share data or coordinate SP activities. Some countries, such as Chile, have legal framework (Decreto Supremo N.160 ) that covers how personal data of potential and actual beneficiaries should be protected.

## F. Questions and Answers...

*Thank you!*