Modernizing Social Protection Systems: Institutional Reforms and MIS Projects

March 24, 2015
Oleksiy Sluchynsky
The World Bank
Nature of SP modernization efforts

**I. Coordinated policies**
Better program design & harmonized objectives

**II. More efficient institutions**
- Functional integration:
  - identification
  - targeting & monitoring (“unified registry”)
  - awareness, enrollment & grievances (“single window”)
  - contribution collection & benefit payments (“outsourcing”)
- Institutional reforms (operational synergies, mergers, (de-)centralization, etc)

**III. Better tools and systems**
- New MIS to support the above transformations & to automate manual processes, strengthen record-keeping, improve data management, etc.

**IV. Better uses of data**
- Improved monitoring, reporting, and decision making
1. Institutional Reforms
Institutional reforms: main issues

• Functional responsibilities (*horizontal organization*)
• Regional service delivery (*vertical organization*)
• Institutional capacity
• Synergies with other agencies
• Business processes
• ICT Function (as a distinct area of operation)
• HR Function
• Gaining support of stakeholders (internal & external)
• Why and what MIS?
Institutional reforms: practical consideration

• Institutions are as strong as their weakest element. What is that element? How can it be strengthened?
• Never automate “as-is” processes without institutional/business process analysis. Do not buy computers to fix your problem.
• Any system reengineering is about organizational change
• Organizational change must be owned throughout the agency
• Start coordinating early with reforms in other institutions and systems (civil register, fin services, tax admin, etc.)
• Define milestones: 2-3 reform phases with clear outcomes: [1-2 years] / [2-4 years] / [4-7 years]
Institutional reforms: preparations

i. Set up supervision, decision, and operational mechanisms

ii. Define new Organisation Architecture

iii. Define new Business Operations Model

iv. Re-define role of ICT in service delivery model
(i) Set up reform mechanisms

• **Reform Steering Committee**: *planning, supervision, legal initiatives*
  ✓ Define tasks, composition, periodicity of meetings, etc.
  ✓ Allow for representation from other (stakeholder/partner) agencies

• **Technical Committees**: *technical decision, recommendations, piloting*
  ✓ Define clear focus areas but avoid too many committees
  ✓ Define tasks & ensure adequate internal/external technical expertise

• **Core implementation team**: *seconded staff + consultants*
  ✓ Project management, technical experts, legal, procurement, FM, PR
  ✓ Full time job!
  ✓ Ensure close and direct communications with operational units and staff of the agency, so there is clear ownership of the process
(ii) Organizational Architecture

- Review service delivery framework
- Re-configure functions
- Re-assess roles and responsibilities
- New Job Descriptions and HR requirements
- New Governance strands
- New Regulation/Bylaws?
(iii) New Business Operations model

- Define the model – who does what, where, when and how?
- Define the processes – be specific, allocate specific tasks
- Define the workflow – be specific, deal with exceptions, opportunity to streamline
- Assess technology opportunities to underpin new model
- Decide on allocation of resources (human, technical and financial) – per new model
- Risk Plan – impact on existing services during development
(iv) ICT Function

• Re-position ICT Function?

• Traditional ICT role:
  - low importance, weak technology, tactical not strategic
  - positioned at wrong level in the institution

• Should be at highest functional unit level
  - implications of re-positioning within institution:
    • re-organisation of function
    • new management?
    • new staff?
    • intensive training
2. MIS Project
MIS implementation

- Reason(s) for MIS should be **defined**
- Scope of MIS should be **crystal clear and realistic**
- Estimated institutional impact should be **assessed**
- Benefits – to institution and clients – should be **clear and quantifiable**
- Internal resources and external expertise must be carefully weighted to identify the available skill set and to define most **optimal implementation strategy**
- Cost estimate of development and timeline for delivery should be underpinned by **details**
- Cost of on-going systems operation & maintenance should be **calculated**
Understanding the scope of MIS

Institutions, Individuals, Households, Groups, Assistance, insurance, health, etc.

Clients

Programs

Institutions

Ministries, Agencies, Intermediaries

Architecture Design

Cloud

Data

ICT (Hardware, Databases, etc.)

Software Applications

Business Processes
MIS: Development process management

• Establish clear governance provisions over the process
• Use third party expertise to help ensure quality of deliverables
• Think about separate implementation phases:

  (i) Design, (ii) Development

• A considerable amount of external expertise required; hence, typically the task gets outsourced
• Typically, system analysis (Phase I) is a separate task with following outputs: gap analysis, new system design, technical specifications, costing, package of tender materials, long-list of vendors
• All documents from Phase I needs to be approved by Technical Committee(s) and will form input for Phase II
• Involve operational staff at all stages, including in the process of the system design and acceptance testing
MIS implementation: risk mitigation

- Define and carefully analyze all risks involved in development and maintenance. Expect unexpected. Be prepared for many contingencies.
- Do not produce complex solutions for simple problems. You need to understand what you are getting and why. No need to buy a “Rolls-Royce” where bike is the solution.
- Recommend uses of software/hardware tools that the institution would be able to maintain (in TOR).
- Require/encourage partnership of local and international companies in development effort to facilitate access and continuity. Think about joint liability.
- Ensure flexibility in the contract terms in respect to specifications, payments, and timeline modifications.
- Ensure that payment schedule is connected to main milestones/deliverables.
- Ensure clear provisions on the ownership of the source code and any (even partial) delivery.
3. Data policies and utilization
Data policies

- Warehousing: generation & organization
- Harmonization & unification
- Access & sharing
- Security & privacy
- Utilization: aggregation & mining

ARCHITECTURE DESIGN ("SYSTEM DNA")

"CLOUD"

DATA

ICT (HARDWARE, DATABASE, ETC.)

SOFTWARE APPLICATIONS

BUSINESS PROCESSES

ENTITIES

Clients
  Individuals, Households, Groups

Institutions
  Ministries, Agencies, Intermediaries

Programs
Data utilization

• Strategic emphasis:
  
  Data is a key strategic asset of any social protection agency

• Lack of good records means:
  - no clear and legitimate entitlement to benefits
  - poor services to clients
  - no effective enforcement
  - limited capacity to plan, budget, and monitor

• A lot of data remains disaggregated (across geographic locations and/or across programs)

• Data often remains on paper only

• Often, no strategic vision of how to integrate data systems, what data is important, or how data uses could be improved in program management

• This remains an important area for modernization

• Case of Palestinian Pension Authority (Gaza)
Thank you!
osluchynskyy@worldbank.org