



Oxford Policy Management



Australian Government

Department of Foreign Affairs and Trade



Workshop on Integrated Data and Information Management Systems for Social Protection

11-12 March 2015 Jakarta, Indonesia

Workshop Report

1 Workshop Proceedings

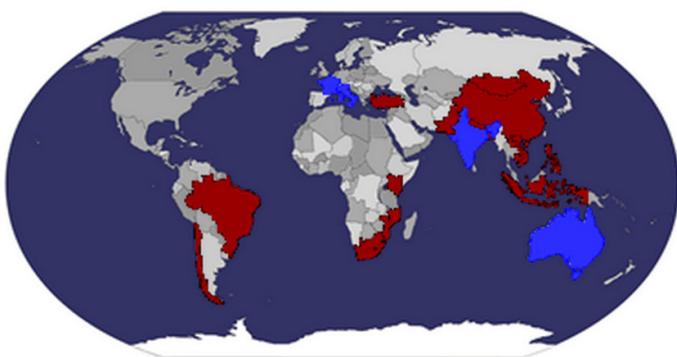
1.1 Day 1

1.1.1 Welcome and introductions

Given the wide geographical¹ and expertise spread of participants (see for example Figure 1 below), the workshop started with a couple of 'social demography' and socialising exercises.



Figure 1 Geographical spread of workshop participants



Note: Areas in red represent countries of government participants, countries in blue of all other participants



1.1.2 Keynote Speech Day 1: Background Concepts

The first Keynote Speech, presented by Valentina Barca (OPM) and Richard Chirchir (Development Pathways), was aimed at providing some background concepts that could guide the discussion over the course of the following two days. The accompanying presentation is available [here](#).

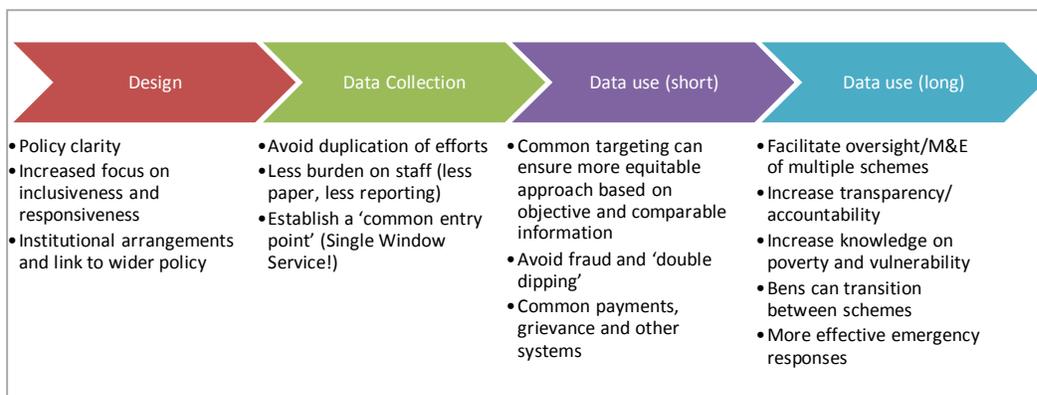
The main topics discussed were:

- The rationale for integrating data and information management (see Figure 2 below)
- What integrating implies in practice, including:

¹ Government representatives from Australia, Bangladesh, Brazil, Cambodia, Chile, China, Indonesia, Kenya, Laos, Lesotho, Mongolia, Mozambique, Nepal, Pakistan, Philippines, Seychelles, South Africa, Turkey, and expertise from United Kingdom, France and India.

- o Clarifying the confusion surrounding the concepts and definitions used in reference to data and information integration: ‘Single Registries’, ‘Unified Databases’, ‘Integrated MISs’, etc.
 - No matter what terminology is used within individual countries, there are two main ‘building blocks’ to integrate data and information management for social protection:
 - A database/registry, which houses comprehensive (i.e. not program specific) information on potential and actual beneficiaries. We call this the ‘**Single Registry**’, the term most widely accepted in the literature.
 - An application software, which systematically transforms data into information, links it to other databases and analyses and uses the information. We call this the **Integrated Management Information System (IMIS)**.
- o Clarifying the different policy objectives pursued when integrating and how these affect choices:
 - Integrating to have an **overview** of who is receiving what, **coordinating** interventions, facilitating **planning** and more generally providing combined monitoring and evaluation (M&E) across programs (Governments, e.g. Kenya’s NSNP)
 - Integrating to **consolidate targeting** processes so they serve multiple social programs – aim is to minimise errors of exclusion and inclusion while increasing cost efficiency and transparency (mainly World Bank)
 - Integrating to **integrate operations and services** (e.g. ILO ‘Single Window Service’ concept)
- o Providing a framework to assess country progress: breadth and depth of integration (discussed further below)

Figure 2 Why integrate data and information management for Social Protection?



1.1.3 Country Case Studies – Bus Stop session



The following session saw the group split into five, to attend rotating twenty minute discussions on five key case studies of integrated data and information management. The case studies were presented by government officials of five selected countries, each using a previously prepared Poster (see example below) as a basis for discussion.

- The advantage of having a strongly institutionalised network of local SASSA branches, meaning data can be collected on-demand on an ongoing basis;
- A recent push to introduce biometric systems (fingerprints and voice recognition) for beneficiaries to prove their identity and to collect their money, which has dramatically reduced identity fraud;

Chile (poster [here](#))

Chile's integrated system for social information (known as **SIIS**) was formally established in 2008, but has its roots in the 1990s. The system's framework and technical architecture is a direct consequence of a conceptualisation of poverty and vulnerability that encompasses all risks associated with poverty across a life cycle—meaning integration is at its heart. The system integrates the country's two main pillars of Social Protection: Chile Solidario and Chile Crece Contigo (both cross-sectorial by design), as well as other programmes focused on health, education, employment, etc. The system's 'Single Registry' (**RIS**) is managed by the Social Information Division of the Ministry of Social Development, but is based on legal agreements with 43 state institutions and 345 municipalities. Currently the registry contains data of more than 13 million people (around 75% of Chilean population). The main uniqueness of the system compared to other countries, which were discussed by workshop participants, are:

- Web service integration across a wide range of actors, who both provide and have access to integrated data (including local municipalities, the Civil Registry and other state agencies). This also allows for strong system of data validation;
- System which is strongly embedded in government institutions, including at local level, and which is based on formalised institutional arrangements (MoUs, legal decrees, etc);
- Combined census (every 2-3 years) and on-demand (through municipalities) approach to data collection, which enables continuous update of data;
- Staff of 60 people centrally managing the whole system.

Brazil (poster [here](#))

Cadastro Único was set up in 2001 through a ministerial decree and has since evolved through continual improvement. It received a major upgrade from 2005 onwards, increasing its coverage among low income Brazilian families. The 'Single Registry', 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. The main uniqueness of the system compared to other countries, which were discussed by workshop participants, are:

- The institutional arrangements for the Cadastro, which is managed by several institutional actors who perform the following roles:
 - Design (questionnaire, systems, data security and protection, internet support, financial support, etc) is led by the Ministry of Social Development;
 - Data collection and entry is decentralised to local governments and co-funded by local and central government (using a decentralised management index to ensure compliance)
 - Data consolidation is run centrally by Caixa, a federal bank, on a performance-based contract with the Ministry of Social Development.
 - Continuous training is organized by the States (regional governments) and the Central Government.

- Programme-centred model to data collection (piggy-backing on data collected by country's largest programme, Bolsa Familia) and large responsibilities given to local government for this role (in strongly decentralised context);
- As in Chile, combination of census (every 2 years) and on-demand approach to data collection;
- Generation of a 'social identification number' (unique number for each registered person) as a substitute for the lack of a national ID number – including the challenges this entails. Number is generated using "match keys" (name, mother's name, birth and codes from selected documents);
- No web-service system, but periodic crosschecks with other data sources to ensure accuracy of data: comparison with death certificates, formal workers' incomes and receipt of contributory policies.

Turkey (poster [here](#))

During the workshop, Turkey's system was the one that generated most discussion as the level of integration it has obtained goes far beyond anything achieved in other countries.

Turkey's Integrated Social Assistance Services System (**ISASS**)—launched in 2009 and now in its final phases of development—is an integrated MIS that enables all social assistance processes (application, decision making/targeting, payments, etc) to be carried out in an electronic platform. This includes active management, monitoring and control of 11 different social assistance 'services' (CTs, health insurance, etc). ISASS is integrated with 16 public institutions via web service and incorporates information from 1001 local social assistance offices. It thus serves as a poverty inventory, with socio-economic data of 31 million citizens (social assistance and income test applicants). It is also integrated to an e-government portal that allows for exchange of data directly with citizens (web and SMS), Municipalities (pilot) and the Turkish Red Crescent (testing). The system serves an average 4500 concurrent users with instant access, ensuring transparency and active management (e.g. instant statistics and updated information for fair distribution of resources). ISASS is also linked to the Payment Systems of two different banks (enabling full automation of payments) and is testing linkages with the Employment Agency and other institutions for a case referral system. The main uniqueness of the system compared to other countries, which were discussed by workshop participants, are:



- Full and instant web integration with a wide range of government databases, thanks to the use of the national ID number (unique identifier);
- Combined approach to targeting households: data from the 'Single Registry' is used as a basis, Social Assistants then perform a household visit and assess situation, making final call on eligibility. Central team then evaluates overall results (for each locality what percentage of beneficiaries were selected despite data showing ineligibility and vice versa) and performs supervision visits on a random sample of discrepancies;
- Integration of data and information management as well as services (payments, case management, etc);
- System possible thanks to 4500 social assistants working across the country + e-government efforts ongoing over the past 10 years
- "The technology was easy once we got everyone on board and the institutional arrangements on data sharing were agreed!"

1.1.4 Table reflections and Q&A



Following the keynote speech and the country case study sessions, structured reflections were encouraged to identify key questions and comments that had risen over the course of the morning. These were collected on cards, briefly addressed where possible (focus on solutions is Day 2), and grouped into five main thematic areas. We summarise the key questions/comments/challenges for each below:

- **Administrative and institutional**
 - Data sharing and institutional set-up: how to get other institutions to share their data
 - Decentralisation: how to guarantee integration in a decentralised context and establish functional responsibility between central and local government
- **Operational/implementation**
 - Data collection: collection of data on individuals vs households; what is minimum amount of data needed; on demand vs census approaches, which best
 - Data entry and verification: who should be responsible for this, local or national level; how to verify data in lack of national ID number
 - Targeting: how to reflect local poverty characteristics using national formula; how to avoid systematic exclusion errors
 - Updating: ideal timing for this when on-demand is not possible (lack of local staff, etc)
 - Unique ID: importance of a national ID system and what to do in its absence; how to maximise usefulness of linking with Civil Registry
- **Technology**
 - No issues or questions! Perceived as 'easy' if all other elements are in place... Especially when e-governance encouraged at wider level.
- **Policy**
 - Balancing transparency and privacy
 - Policy framework for integration: how this can be achieved
 - Graduation: can this be managed through an integrated MIS or is human decision necessary
 - Single Window Service systems: where have these been implemented and what is evidence to date
- **Costs and financing**
 - Funding of integrated system: is the main constraint the budget available; who could co-finance
 - Justifying investment: how can this be done

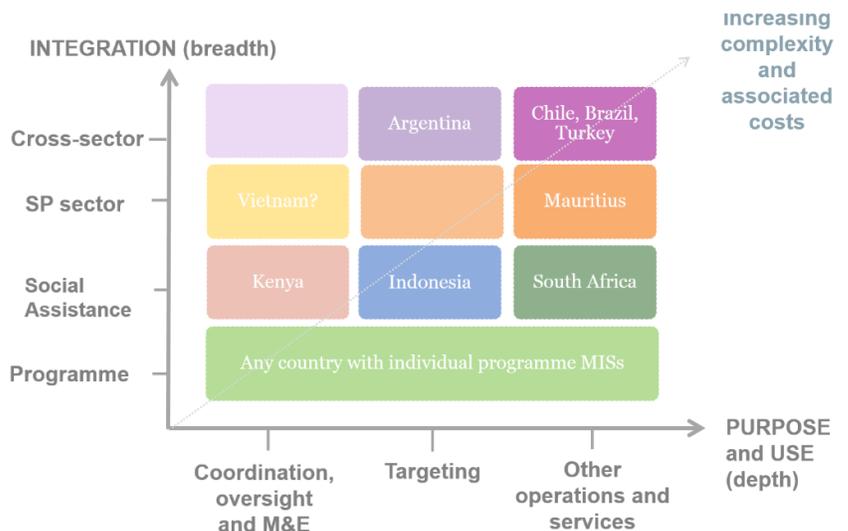


1.1.5 Exit survey

Based on the framework presented in the Keynote speech (see Figure 3), participants were grouped into countries and assigned two flags to place a. where they felt they were today; b. where they would want to be by 2020. Results can be seen here:



Figure 3 Framework: breadth and depth of integration



1.2 Day 2

1.2.1 Keynote speech

The second Keynote Speech, outlined the practical steps designing and implementing integrated systems for information management, presenting challenges, trade-offs and international best practice:

- Administrative and institutional aspects (governance, administrative structure and decentralisation)
- Operational/implementation aspects (collecting and updating data, transforming data into information, using integrated data for targeting, linking databases)
- Technological aspects (hardware and software, data privacy and backup security, data transfer)
- Costs and financing

The accompanying presentation, which was mostly drawn from the evidence presented in the background paper for the whole workshop, [Single registries and integrated MISs, demystifying data and information management concepts](#), is available [here](#).

1.2.2 Best practice – Bus Stop session

The following session was focused on using the framework and best practice presented in the keynote session to allow government counterparts from each country to share their experience and expert advice on each of those topics. A rotating Bus-Stop session was conducted and, for each, four main research questions were identified and discussed by the rotating groups (with each adding on their impressions to the previous group's work).

We discuss the main recommendations emerging on each topic below.



Policy, administrative and institutional aspects

1. *How to ensure policy engagement across sectors for integration of Social Protection?*
 - a. Involving politicians from the start, building ownership
 - b. Identifying key bureaucrats in the system and top politicians and their connections (institutional and stakeholder analysis) – to know where likely support and contrast will be coming from
 - c. Clear articulation in National Development Plan and other strategic documents – cannot stay as a separate process
 - d. Demonstrate benefits of integration (exposing international experience and developing some research on country specific advantages and possibilities), quantifying results where possible
 - e. Study tours and capacity building for decision makers
 - f. Focusing on advantages in terms of value for money and cost savings
 - g. Harness citizen support through active engagement, communication campaign, media, transparency of process - When the demand is from the people government is most likely to comply
2. *How to formalize agreements with a wide range of actors for sharing of data and create adequate legal framework? What institutional structure ideal?*
 - a. Ensure the designed system 'fits' within the country's legal framework (e.g. data privacy, etc)
 - b. If necessary, design specific new legislation to support integrated data and information management (through participatory process) – e.g. many new countries institutionalised practice through presidential decree
 - c. Agree roles and responsibilities of each actor in advance – MoUs etc
 - d. Demonstrate benefits of data sharing to other institutions ('sweeteners'), including their potential use of data
3. *How to address issues of decentralization (ensuring buy-in and support but maintaining consistency and control at national level)?*
 - a. Extensive training of local government on social protection and role they can play
 - b. Develop adequate M&E and reporting that is useful to decentralised level for their strategic planning etc (to help them see what is in it for them)
 - c. Incentivise milestones for local level implementation (note Brazil's decentralised management index)
 - d. Maintain processes flexible and simple
 - e. Clearly define roles at each level (centralisation of management etc, decentralised data collection, for example)
 - f. Ensure local partners receive value from the new system (to ensure buy in)
4. *How to ensure sufficient and competent staff, especially at local level (capacity, training, retention, etc)?*
 - a. Define capacity as critical and budget for it
 - b. Ensure capacity transfer in consultant contracts, etc
 - c. Perform a capacity assessment upfront to analyse strengths and weaknesses to be addressed
 - d. Adopting long term vision for capacity development and training
 - e. Compliance monitoring
 - f. Develop good practice workshops and sharing across different locations

Operational/implementation aspects

1. *How best to collect data for integrated database? What data to collect?*
 - a. Collecting as much data as possible from other institutions – Civil Registry, other government databases (only possible with National ID number!)
 - b. Manage amount of data collected:
 - i. Resist pressure from other institutions (each will be interested in different aspects)
 - ii. Keep data focused on core objectives (e.g. targeting and programme needs)
 - iii. Consider what answers you could get from elsewhere
 - iv. Keep data collection/application form simple
 - c. If no in-house capacity to collect data (survey or on demand), thoroughly train external contractor, supervise and consider advantages of using Computer Assisted Personal Interviewing (CAPI) using PDAs or mobile phones (data validation in the field)
 - d. If data collection is only on-demand (e.g. South Africa), it is essential to:
 - i. Be aware that inclusion errors will be present – potential need for ad-hoc re-registration processes (and use of technology to avoid fraud, e.g. biometrics)
 - ii. Thoroughly build capacity of network of local staff
 - iii. Perform household visits
2. *How best to ensure data is transformed into information? (Verification, validation, updating, reporting)*
 - a. Cross-check with Civil Registry data, if possible (In Philippines, probability models based on birth dates and other identifying factors)
 - b. Independent agency verifying e.g. 5% of Households
 - c. To ensure reporting and use of data:
 - i. Use GIS, people love maps!
 - ii. Clearly identify data needs of each actor and cater to those
 - iii. Develop relevant and timely reporting system
 - iv. Providing aggregate data for planning to local governments
3. *How to avoid risks of common targeting approach across different social programmes?*
 - a. Institutionalise validation process within communities. E.g. Social assistance committee with local representatives (e.g. Lesotho). However this is time-consuming and can be counterproductive if validation results not integrated into system.
 - b. Turkey's practice is to have two layers: data determines eligibility, but human decision (following household visit) prevails. Central level then validates local decisions, performing spot-checks on discrepancies with central targeting index.
 - c. Ensuring people understand targeting through tailored communication strategies
 - d. Having in place a functional grievance mechanism for complaints and appeals e.g. toll-free line etc (but again problematic if this does not translate into changes in targeting decisions)
4. *How best to update data? Ideal frequency? Approach?*
 - a. Acknowledging different types of data have different time validity – when re-targeting not all indicators need to be collected (reduced form)
 - b. In on-demand systems, develop practice of checking key data every time beneficiary makes contact with the local office (phone or in person) for updating purposes
 - c. Turkey performs an online update before every payment cycle (only possible because of web-service access to wide range of government databases)
 - d. Potentially, use of community structures for updating

- e. Updates linked to complaints and appeals

Linking database, technological aspects, costs and financing

1. *How to ensure linkage of databases in the lack of a unique identifier? (and how to facilitate roll-out of a national ID system?)*
 - a. Build a business case for a National ID System as an important pillar for delivery of social services
 - i. Invest in a feasibility study as part of data and information integration planning. Such a study would clarify objectives, benefits, costs, contextual constraints and set forth a clear road map;
 - ii. Assess the effectiveness of a National ID system i.e. the pros and cons. It is important to ensure that the poor are not left disadvantaged by the introduction of a national ID system;
 - iii. Coordinate with ID agencies to target the poor and vulnerable where a National ID system is in place but has low coverage;
 - iv. Costs of setting up an ID system can be shared among government agencies to justify investment in a National ID system;
 - v. Link ID to other services. For example as part of the rollout of comprehensive ID system called “Adhaar”, India government is opening bank accounts.
 - b. Generate a unique number to substitute a national Identification Number
 - i. Identify unique variables from the databases in the government sector and combine these. For example, Brazil’s “match key” variables consist of name, mother’s name, birth and codes from selected documents;
 - ii. Design the Single Registry to generate a unique Identification Number e.g. Brazil’s ‘Social identification number’ (unique number for each registered person) as a substitute for the lack of a national ID number;
 - c. Build formulae “algorithms” for cross checks against other databases (if ID not in place)
 - i. Use formulae or “algorithms”, combining a number of variables to verify accuracy across databases;
 - ii. After running cross checks, it is important to validate the dataset where the algorithm returns “irregularities”. This is because these cross checks without Unique ID are not 100% accurate;
 - d. Collect other forms of IDs (tax, birth certificate, etc.) during data collection
 - i. Issue a unique number for each questionnaire during data entry;
 - ii. Store the multiple IDs at the database;
 - iii. Use these multiple IDs to cross verify other government databases
2. *How to guarantee information privacy and adequate back-up and security? Ideal ‘ownership’?*
 - a. Put in place data protection and sharing protocols in line with international practices and standards;
 - i. Set up physical and logical security measures;
 - ii. Develop exchange control documents;
 - iii. Define segregation of users controls;
 - b. Conduct regular information system audits and risk assessment on data;
 - i. Use international standards e.g. ISO 27001;
 - c. Enforce data back up and protection protocols and guidelines;

- i. Ensure data users are trained and aware of these issues;
 - ii. Implement user profiles on information system access and put in place an audit trail, e.g. user's codes for reports in Turkey;
 - iii. Except when needed, avoid sharing Personal Data. Instead, share data in anonymised and summary format;
 - iv. Establish Non-disclosure agreements for developers and other persons who have access to data;
 - d. Ensure government is part and parcel of design, development and implementation of information system;
 - i. Source codes and technical documentation should be in custody of government;
 - ii. Conduct technical training on source code maintenance;
 - iii. Where possible contract government agencies responsible for IT to develop and design MIS;
 - iv. Set up government data centers for offsite back up.
3. *What MIS design, hardware infrastructure and data architecture for transfer of information is ideal? How to ensure this?*
- a. MIS design should be driven by organization's business requirements.
 - i. Conduct needs assessment to determine the "appropriate MIS" model;
 - ii. Select appropriate technology that meets the business requirements;
 - b. Hardware and data transfer architecture is influenced by software needs as well as contextual constraints. It is therefore important to:
 - i. Scope appropriate hardware and modes of transfer based on needs and solutions available in each context;
 - ii. Where possible make use of automatic online transfer data transfer mechanisms where there is reliable connection and substitute with batch offline systems where connections are not reliable;
 - iii. To avoid clogging bandwidth, transfer only specific data variables;
 - iv. Set up Virtual Private Network to ensure faster, dedicated and secure transfer of data;
4. *How to justify and cover the development and maintenance costs? (especially data collection/updating..) How to make this sustainable with no development partner support?*
- a. Financing of integrated MIS should be considered capital or infrastructure investment. Therefore it is recommend that the MIS development cost should be:
 - i. Spread over a number of years. Turkey's 15 million USD investments were spread over three years;
 - ii. Blend open source and proprietary to reduce costs;
 - iii. Even though initial investments are donor funded, the government's should part finance or make commitment to finance maintenance of MIS;
 - b. Develop business case on MIS investment
 - i. Demonstrate the MIS and benefits to policy makers;
 - ii. Quantify return in investments e.g. the number of fraud eliminated

1.2.3 Meet the expert

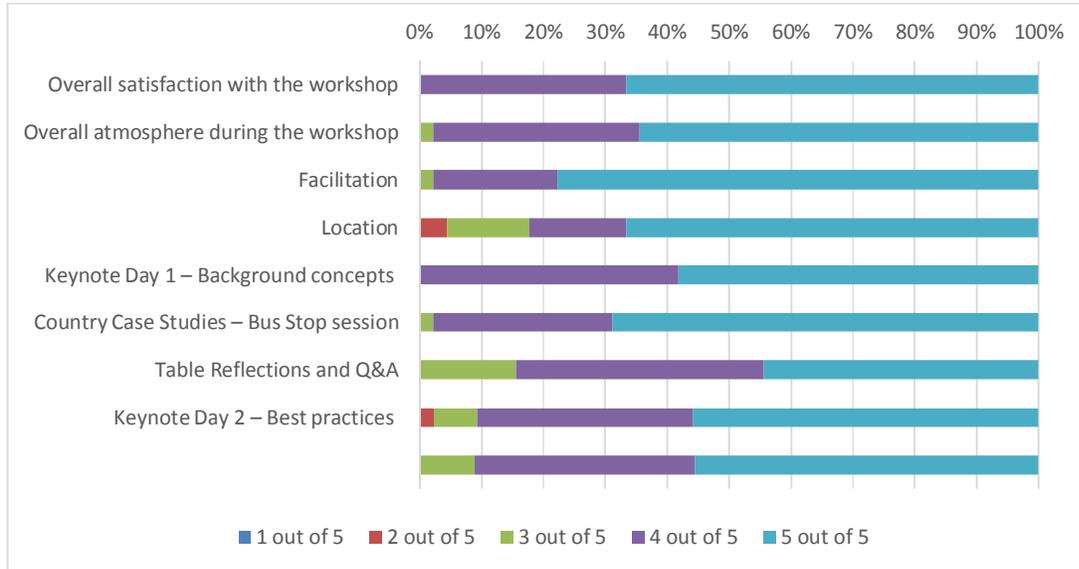
In the 'Meet the Expert' session, 12 experts were available for booking by workshop participants for discussions about specific concerns that had arisen during the workshop.



2 Satisfaction

A questionnaire was shared with all respondents, asking for their satisfaction with how the workshop had been run. We present the (very positive!) results in Figure 4 below.

Figure 4 Satisfaction with workshop and its sessions



We also provide a few anonymous quotes from Workshop participants:

Great design, well done on making it so interactive and maximizing participation and group knowledge

I have learnt that we can achieve more as other countries have made leaps in integrating data

The main take away is that “one must start somewhere”. There is no ideal situation in starting implementation of such a database. You must have a focus of where you would like to be. Enhance your single registry system to perform more functions...

I will endeavour to build bilateral relationships with those countries where integration has progressed the most!

Now I know that our challenges are not unique, other countries share similar challenges and we can learn from each other



Annex A Workshop participants

Region	Country	Title	Name	Surname	Role	Institution
Asia	Bangladesh	Mr.	Muslim	Chowdhury	Additional Secretary, Finance Division	Ministry of Finance
Asia	Bangladesh	Mr.	Mizanul	Karim	Senior Systems Analyst, Finance Division	Ministry of Finance
Asia	Bangladesh	Ms.	Karishma	Zaman	Programme Manager	DFID
Asia	Bangladesh	Ms.	Shashwatee	Tacluder	Program Manager	DFAT
Asia	Cambodia	Mr.	Va	Sophal	Deputy Director General of Planning	Ministry of Planning
Asia	Cambodia	Mr.	Keo	Ouly	Director	IDPoor
Asia	Cambodia	Mr.	Maun	Chansarak	Deputy Manager/ Logistics & Database, IDPoor	Ministry of Planning
Asia	Cambodia	Mr.	Ole	Doetinchem	Programme Manager, GIZ Support for IDPoor	GIZ Cambodia
Asia	China	Mr.	Guan	Wang	Research Assistant	Center for Monitoring and Verification of Low Income Families Ministry of Civil Affairs of the People's Republic of China
Asia	China	Mr.	Yanwei	Sun	Assistant Research Fellow	Center for Monitoring and Verification of Low Income Families Ministry of Civil Affairs of the People's Republic of China
Asia	India	Mr.	Sanjay	Saxena	MIS expert	Total Synergy Consulting Ltd
Asia	Indonesia	Mr	Bernie	Wylar	Social Protection Advisor	DFAT Indonesia
Asia	Indonesia	Mr.	Sudarno	Sumarto	Senior Policy Advisor	TNP2K
Asia	Indonesia	Ms.	Vivi Yulaswati	Yulaswati	Director, Social Protection and Social Welfare	BAPPENAS
Asia	Indonesia	Mr.	Michael	Joyce	Financial Inclusion Advisor	TNP2K
Asia	Indonesia	Ms.	Fiona	Howell	Lead Advisor Cluster 1	TNP2K
Asia	Indonesia	Ms	Iene	Muliati	SP Specialist	World Bank
Asia	Indonesia	Mr.	Mohammad	Ilyas	MIS Coordinator	TNP2K
Asia	Indonesia	Mr.	Harry	Hikmat	Adviser to Minister for Social	Ministry of Social Impact

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Asia	Indonesia	Mr	Abdurrahman	Syeubakar	Senior Policy and Planning Advisor	PRSF/IRS
Asia	Indonesia	Mr	Eko	Ernada	Special staff to Minister	Ministry of Social Affairs
Asia	Indonesia	Mr	Raditia	Wahyu Supriyanto	Social Planner	Ministry of National Development Planning (BAPPENAS)
Asia	Indonesia	Ms	Atmiroseva		Head of Research and Development Management Department	BPJS Health
Asia	Indonesia	Ms	Ratnawati	Muyanto	Project Coordinator- Social Protection Program	ILO Indonesia
Asia	Laos	Mr	Prasong	Vongkhamchanh	Acting Director General	Social Welfare Department
Asia	Laos	Mr	Yang Ye	Pama	Deputy Director	National Security Fund Office
Asia	Mongolia	Mr.	Bilegdemberel	Lkhagvasuren	Director of MIS department	General Agency of social welfare department
Asia	Mongolia	Ms.	Erdenetsetseg	Dangaasuren	Head	Division of Foreign relations and cooperation General Office for Social welfare service
Asia	Nepal	Mr.	Shankar	Pathak	Joint Secretary	Ministry of Women and Children
Asia	Pakistan	Mr.	Sherazi	Syed Waseem Haider	Deputy Director, Project Directorate	National Database and Registration Authority, NADRA
Asia	Pakistan	Mr.	Mohammad	Bilal	Director General	BISP
Asia	Philippines	Mr.	Vincent Andrew	Leyson	National Project Manager	Department of Social Welfare and Development
Asia	Philippines	Ms.	Minda	Brigoli	Regional Director– DSWD Field Office	Department of Social Welfare and Development
Africa	Kenya	Ms.	Winnie	Mwasiaji	National Coordinator	National Safety Net Programme
Africa	Kenya	Mr.	George	Muhoro	Chief ICT Officer	Ministry of Labour Social Security and Services - Kenya
Africa	Kenya	Mr.	Samwel Oluoch	Ochieng	MIS Coordinator	CT-OVC Programme Kenya
Africa	Kenya	Mr.	Paul Njoroge	Mwangi	SDO & MIS Coordinator	Dept. of Social Development MLSSS
Africa	Kenya	Mr.	Peter	Thirikwa	MIS Specialist	HSNP Kenya
Africa	Mozambique	Mr	Mariano	Muiuane	Programme coordinator	INAS (implementing agency S.P.)

Africa	Mozambique	Mr	Josse	Niquisse	IT/Systems director	INAS (implementing agency S.P.)
Africa	Lesotho	Mr.	Malefetsane	Masasa	Director Planning	Ministry of Social Development (MoSD)
Africa	Seychelles	Mr.	Evans Emmanuel	Delcy	System Support Manager	Agency for Social Protection
Africa	Seychelles	Ms.	Debbie Marie Juliana	Celtel	Head of Operations Division	Agency for Social Protection
Africa	South Africa	Mr.	Caesar	Vundule	Systems development for business process, registries and maintenance of beneficiary data systems	SASSA
Africa	South Africa	Ms	Virginia	Petersen	Chief Executive Officer	SASSA
Africa	South Africa	Ms.	Carin	Koster	General Manager, Applications Support and Solutions Development	SASSA
Africa	South Africa	Ms.	Nolungisa	Ngcingwana	Chief Information Officer	Department of Social Development
Europe	Turkey	Mr.	Mehmet Caglar	Cinar	Family and Social Policy Expert	General Directorate of General Social Assistances, Ministry of Family and Social Policy
Europe	Turkey	Mr.	Mustafa Sencer	Kiremitci	Family and Social Policy Expert	General Directorate of General Social Assistances, Ministry of Family and Social Policy
Latin America	Brazil	Ms.	Jeniffer	Carla de Paula	Cadastro Unico	Ministério do Desenvolvimento Social e Combate à Fome (MDS)
Latin America	Chile	Ms.	Veronica	Acha	Head of Department of Analysis of Social Information	Ministry of Social Development
N/A	N/A	Mr.	Thibault	Van Langehove	Consultant in ILO	ILO
N/A	N/A	Mr.	Tarsicio	Castaneda	Social Protection specialist	Independent Consultant
N/A	N/A	Ms.	Valentina	Barca	Social Protection specialist and Workshop lead organiser	Oxford Policy Management
N/A	N/A	Mr.	Richard	Chirchir	MIS specialist and Workshop co-organiser	Development Pathways
N/A	N/A	Mr.	Jost	Wagner	Professional Facilitator	The Change Initiative
N/A	N/A	Ms.	Joanna	Pickles	Workshop convenor	DFAT/ Social Protection Hub
N/A	N/A	Mr.	Fazley	Mahmud	Workshop co-convenor	Social Protection Hub