

ANNEX 2 QUESTION CHECKLIST: NEEDS ASSESSMENT AND FEASIBILITY STUDY

Needs assessment — informing design

Component	Example questions (underlying question for each: How does this affect design choices?)
Broad social protection context¹¹³ (policy and legislation)	<p>What is the national social protection policy? Priorities? Does this reflect plans for integration? How? What are the policy priorities in terms of integration (see Section 1.2)?</p> <p>(Stakeholder mapping) Who is in charge of delivering social assistance and social security in country, at both central and decentralised level (primary users)? What other stakeholders are involved (secondary users)? Which further actors may have a stake (tertiary users)? What are these actors' interests? What are their (information and management) needs that integration can help address? What resistance could be encountered?</p> <p>What are the legislative foundations for social protection and for integration? What are the gaps?</p> <p>What is the current degree of fragmentation or integration within social assistance and between social assistance and social insurance? What are the existing mechanisms for horizontal and vertical coordination?</p> <p>What is the level of decentralisation? What capacity is there at local level?</p>
Broad e-governance context¹¹⁴	<p>Does a broader e-governance platform exist? Status? Institutional arrangements? Is there a government framework for ICT and interoperability? What is the main government ICT infrastructure?</p> <p>What are the existing legal and regulatory provisions for information access, cyber security, data security, data confidentiality, privacy standards, personal data protection etc.? Are these sufficient?</p> <p>What other government information systems could usefully share data (depending on objectives)? E.g. national ID, civil registry, employment and labour, tax system, social security, health, education, land titling, housing and other property etc. Are links with each desirable, and why?</p> <p>Can the national ID be used as a unique identifier? E.g. what percentage of population has national ID; what information is collected; characteristics of those with no ID; other forms of ID; most common ID for low-income households; charges or fees for ID; accessibility of registry etc.? Advantages and disadvantages? If not, what alternative solution?</p>
Existing programs and their business processes	<p>What programs exist in country (objectives, budget, implementing agency, targeting criteria, coverage and plans for scaling up, benefits, key features, business processes, information management approach)?</p> <p>Which of these can usefully be integrated? Along which dimensions (e.g. integration of registration / data collection, eligibility determination; or other systems too — payments, grievances etc.)?</p> <p>Do programs' current business processes need redesigning and integrating? How?</p>
Information requirements	<p>What are the specific information needs of all key actors (primary, secondary and tertiary — national and local, government and civil society, implementation and policy etc.)? Why are these needs important? How will this information be used? What is the order in terms of priority?</p> <p>What data will be needed to feed into the core business processes supported?</p> <p>Has the amount of data collected been limited by keeping data focused on core objectives and processes?</p>

Source: Leite et al. (2017), adapted by author.

111 Primarily drawn from Leite et al. (2017).

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Feasibility study — refining design

Component	Question
Institutional capacity	<ul style="list-style-type: none"> » Does existing legislation and policy adequately reflect the rationale and main objective pursued? If not, is there space for shifting policy in this direction? How? » Is there strong enough political leadership advocating for reform and coordinating institutional actors across the board? If not, how can this be garnered? » What other institutions will back the process? Who will oppose? How can each be influenced and brought on board? » Is there sufficient capacity to identify and cost potential options for integration, assess affordability and identify available financing options? If not, how could this technical support be achieved? » Is the existing governance structure strong enough to ensure vertical and horizontal coordination and lead development and management phases? If not, how could this be strengthened?
Implementation capacity	<ul style="list-style-type: none"> » What capacity is there at all levels of social protection governance to implement such a project? What are the gaps that need addressing (number and qualifications of staff)? » Is there in-house IT capacity that can be leveraged? If so, how will this be used? If not, how will external providers be managed? » Is there a network of staff at local level (e.g. social assistants) that can be called upon? How can these most effectively be used? » Overall, what are the proposed roles and responsibilities of various actors involved in setting up, managing and using the system?
Infrastructure requirements	<ul style="list-style-type: none"> » What are the hardware requirements of the proposed model? Do these respond to country constraints (durability etc.). Are these already available at all levels of governance or will they need to be procured? If so, how? Expected costs? » What are the telecommunication systems/network requirements? Do these respond to country constraints (availability of internet, power etc.)? What back-up options exist?
Financial costs and sustainability	<ul style="list-style-type: none"> » What are the estimated start-up costs of the proposed model (including hardware and training costs)? » What are the estimated costs of operating the proposed model (including staff requirements)? » Is an adequate source of funding guaranteed and sustainable over time?
Intended users	<ul style="list-style-type: none"> » How will the system ultimately be used? How can use be most effectively enhanced?
Potential positive impacts	<ul style="list-style-type: none"> » What are the expected positive impacts of the proposed system? How could these best be achieved? See list in Section 1.1 as an example.
Potential negative impacts	<ul style="list-style-type: none"> » What are the negative impacts and how can these be mitigated? E.g. privacy and security risks, excessive costs, unsustainability.
Conclusions and recommendations	<ul style="list-style-type: none"> » What are conclusions? » What are key recommendations?